e-Governance Roadmap for Rajasthan

An Initiative of the Government of Rajasthan under the National e-Governance Plan (NeGP)

NISG

PricewaterhouseCoopers

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List of Acronyms

ACA	Advanced Central Assistance
BPR	Business Process Re-engineering
CM	Chief Minister
CSC	Citizen Service Center
Do IT&C	Department of Information and Communication Technology, Rajasthan
DIT	Department of Information Technology, Government of India
GoI	Government of India
ICT	Information & Communication Technology
IT	Information Technology
ITeS	Information Technology Enabled Services
IVRS	Integrated Voice Response System
MMP	Mission Mode Project
NeGP	National e-Governance Plan
NISG	National Institute of Smart Governance
PeMT	Project e-Governance Mission Team
PKI	Public Key infrastructure
PwC	PricewaterhouseCoopers Pvt. Ltd.
SDC	State Data Center
SeMT	State e-Governance Mission Team
SSL	Secure Socket Layer
SWAN	State wide Area Network

I INTRODUCTION

I.1. About NeGP

The National e-Governance Plan (NeGP) is a major initiative of the Government of India (GoI) for ushering e-Governance on a national scale. The plan builds on the experience gained in implementing several e-Governance initiatives in the country. One of the learning that forms core of the NeGP is its stress on citizen centric service as against a typical application development / departmental computerization.

The figure below presents the NeGP framework.

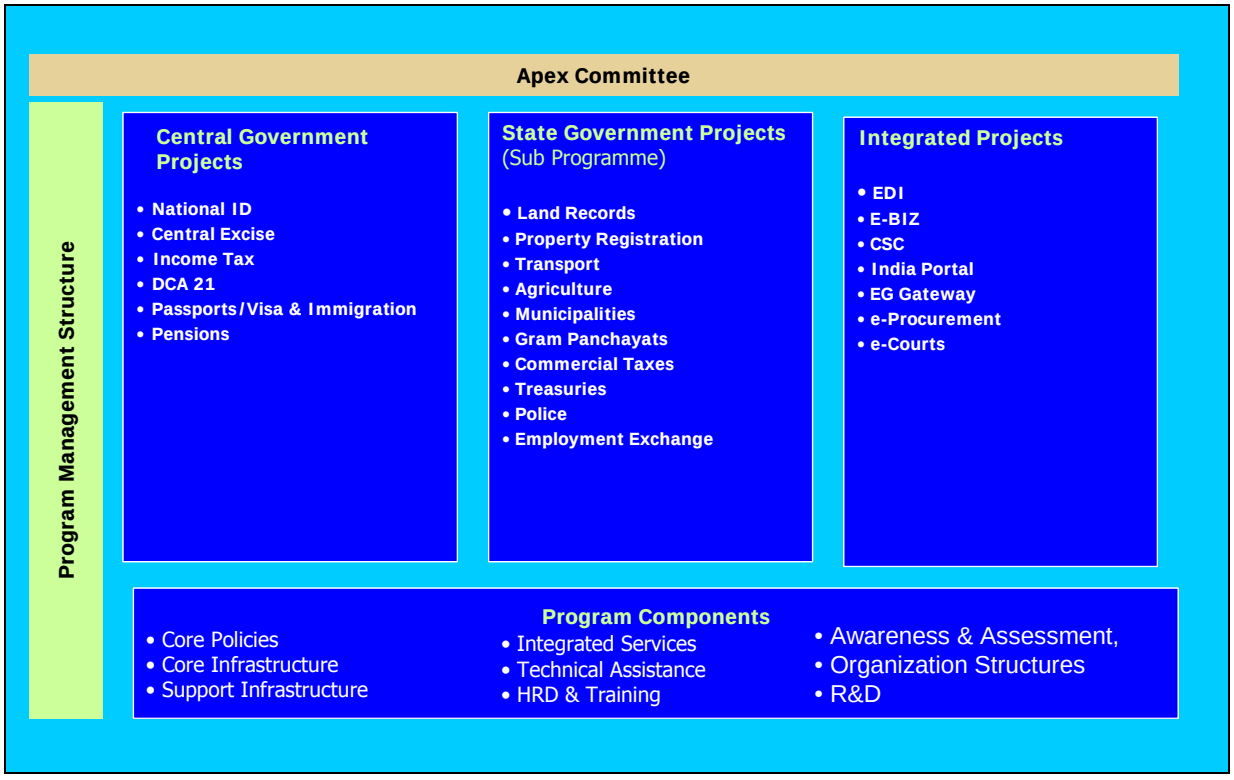

Fig. 1: NeGP Framework

The plan essentially consists of core policies, integrated service projects that cut across departments, Mission Mode Projects (MMPs) in the Central and State Sector. The plan is proposed to be implemented over a 4-year period (2003-07) at an estimated cost of over Rs.25,000 crore. To achieve the same, the National e- Governance Plan also provides for significant investments in areas such as Government Process Reengineering, Capacity Building, Training, Assessment and Awareness.

The nature and scale of e-governance initiatives planned within the domain of the State Governments, present a considerable enhancement in the aspiration level of Government. Major managerial and technological challenges are one consequence of this, particularly in the context of the need for implementation of these projects in a "mission/projectized mode", (with clearly defined goals, timelines and responsibilities) by concerned departments of the State Governments. There is also a need to manage the entire programme at the State level in a coherent manner with consistent strategies for cost optimization and integration. For achieving this, the State Governments need to provide for overall direction, standardization and consistency across initiatives and at the same time, have the resources and flexibility to drive this plan.

The aforementioned requirements and the sheer scale of the initiatives warrant the state governments to articulate clearly the strategic priorities of the state and ensure that they are in alignment with the NeGP. A clear vision, roadmap to fulfill the vision and strategy for implementing the roadmap are crucial to mitigate risks associated with any wastage of resources and time. The Government of Rajasthan appreciates this and has therefore engaged NISG to draft an e-Governance Roadmap for Rajasthan. The NISG has retained the services of PwC to undertake the assignment and draft this report

I.2. Scope of Work

The scope of work for the engagement has been structured across three key streams relating to:

1. Design of e-Governance roadmap for the state of Rajasthan that includes:
   - Preparation of a blueprint for Rajasthan, that documents the overall strategy and action plan for development of e-Governance in the State
   - Identification of high pay-off e-Governance initiatives that are aligned with NeGP
   - Plan to implement the recommended e-Governance initiatives

2. Design of capacity building roadmap for the state of Rajasthan that includes:
   - Administrative structure for implementing the e-Governance plan
   - Assessment of the capacity gaps for implementing the e-Governance initiatives
   - Sourcing plan for bridging the capacity gaps & the corresponding budget estimate.

3. Detailed Project Report with details of funding requirements for implementation of the capacity building plan:
   - Budget estimate for implementation of the sourcing strategy and bridging the capacity gaps

This report dwells on the first part of the scope of work i.e. the e-Governance roadmap.

I.3. Overview of Approach

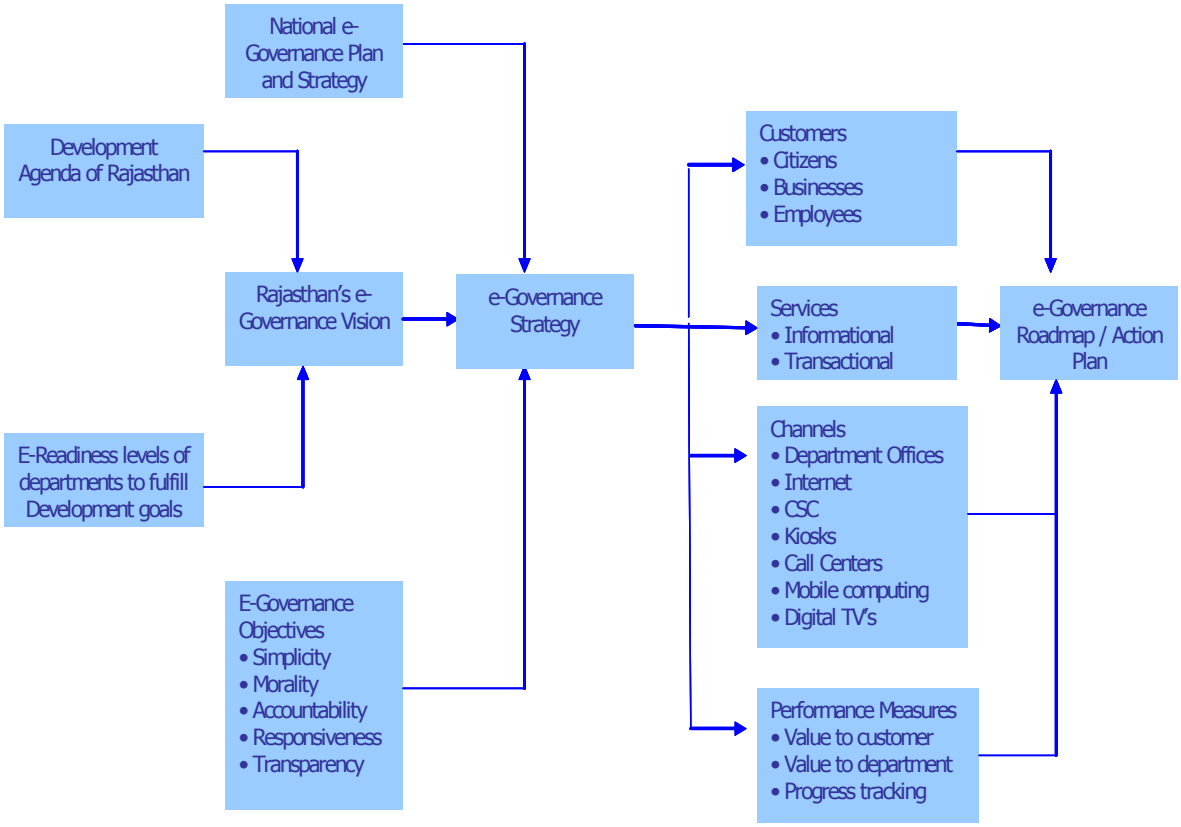

Fig. 2: Approach for development of e-Governance Roadmap

The figure above depicts the approach undertaken to develop the e-Governance Roadmap for the state of Rajasthan. The development agenda of the Government of Rajasthan was examined to understand the priority areas for development of the state. E-Readiness assessment of the departments was undertaken to evaluate their readiness and requirements in terms of people, processes and technology; to effectively leverage Information and Communication Technology (ICT) for providing services. These aspects helped to enunciate the e-Governance Vision of the state which was enmeshed with the NeGP and tenets of e-Governance to design an e-Governance strategy for Rajasthan. The key components of the strategy viz. customers, services, delivery channels and performance measures were carefully examined and based on the prioritization of services and delivery channels the e-Governance Roadmap / Action plan was prepared.

Details of the activities undertaken to support the above approach are as given in table 1:

Components of Approach	Activities undertaken
Understanding the Development Agenda of Rajasthan	• Interaction with the key functionaries such as the IT Secretary, Secretaries and Principal Secretaries of participating departments etc. • Draft IT Policy 2006-2008 • Study of the budget speech
E-Readiness level assessment of departments	• Dip stick study of 40 participating departments (list of departments in Annexure 1) including o Interviews o Study of annual progress reports and citizen charters o Current IT initiatives and infrastructure o Skill sets of employees • Interaction with officials from DoIT, Rajcomp and NIC • Interaction with people in charge of major initiatives such as the SDC, Rajasthan SWAN, eMitra, SecLAN and study of the RFP's for these initiatives to understand the initiatives in detail. • Secondary research: o e-Readiness report 2004-05 by GoI o e-Strategies Tool kit by World bank o PwC internal documents
e-Governance Strategy	• Study and recommendations for the following 4 components of e-Governance strategy o Customers: Based on PwC internal research, learning from department staff experience etc. o Channels: As-is assessment of the maturity levels of channels, breadth of access, investment required etc. o Services: Based on criticality Feasibility Framework o Performance Measures: Based on value to the customers, value to the departments and progress tracking measures.
e-Governance Roadmap	• Articulating the action plan for implementing the e-Governance Strategy

Table 1: Activities undertaken for the development of e-Governance Roadmap

II. RAJASTHAN - VISION

II.1. Rajasthan – An Overview

Rajasthan with a land area of 342,239 sq. Km. is the largest state in India. It is divided into 32 Districts which are further divided into 241 Tehsils, 183 Municipalities, 237 Panchayat Samities and 9184 Village Panchayats. 11 districts of the state covering 61% of total area and 40% of the total population lie in the arid, sparsely populated Thar Desert region.

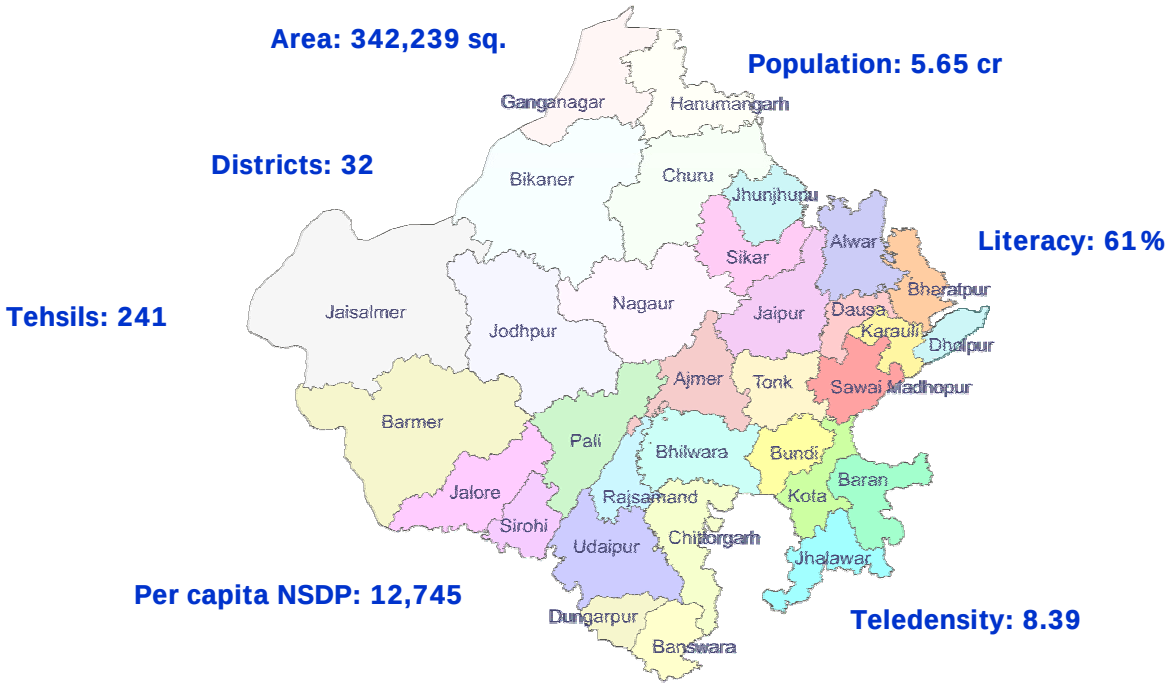

Fig. 3: Map of Rajasthan and important socio-economic indicators

The total population of 56.5 million as per 2001 census translates to population density of 165 people per sq. Km. which is the lowest in India and half the all India average. Literacy rate is 61%. Populace is dependant mostly on Agriculture and Livestock.

Net State Domestic Product of Rajasthan at current prices (2002-03) is 74,467 crores. The main industries of the state are Tourism, Cement, Textiles, Oilseeds processing, engineering and Chemicals. The main export items are gems and ornaments, marble, woolen carpets, handicrafts, tie and dye clothes etc.

II.2. Development Agenda

S.No.	Development Agenda	Target Departments
1.	Development and empowerment of underprivileged sections of the society and women to promote equitable growth;	Agriculture, Social Welfare, Women and Child development, Rural Development, Panchayati Raj, Elections
2.	Making service delivery Citizen centric to facilitate an improvement in the quality of life of the citizens in the state, particularly in the areas of education, health, livelihood opportunities, and essential amenities;	All citizen interfacing departments with special emphasis on Primary education, Technical Education, Higher education, Medical and health, Municipalities and Transport
3.	Improving investment climate in the state in order to enhance employment opportunities for the citizens and spearheading initiatives for development of human resources to make them employable;	Employment, Labour, Industries
4.	Adding value to the state's natural resources- namely agricultural land, livestock, forests, and water resources, while venturing into areas with growth potential, particularly IT and ITeS sector.	Agriculture; Animal Husbandry; Forests; Irrigation; Mining;

Table 2: Development priorities of Government of Rajasthan and target departments covered under the dip stick study

II.3. IT Readiness Status of Rajasthan

The Government of Rajasthan has identified IT and ITeS as a major thrust area for the growth and development of the state. The Government of Rajasthan enunciated an IT policy for Rajasthan in the year 2000 for the first time and has come out with a new IT and ITeS policy for 2006-08. The highlights of the IT and ITeS policy 2006-08, is captured in Annexure 5.

The State Government is taking all possible measures for spreading e-Governance throughout the state, covering all the sectors with a view to provide hassle free, transparent and efficient service to the common man (both in urban and rural areas). For achieving this goal, the government has taken a four pronged approach:

- Citizen Centric Service Delivery
- Back End Computerization
- IT Infrastructure Creation
- Human Resource Development

In line with the above approach, the following 2 specialized agencies have been established:

Department of Information Technology & Communications (DoIT & C) was established by the Government of Rajasthan in 1987 under the Planning Department with the key objectives of formulating IT policies, creating IT awareness and providing technical consultancy to the state government departments in their computerization activities. Presently, it functions as a Nodal agency in Government sector to provide well organised and project oriented approach to the computerization activity in the state Government Department. The department is headed by the Director.

Rajasthan State Agency for Computer Services (RajCOMP) was established as consultancy and project implementation agency in 1989, to cater to the increasing scope of application of IT in the Government Sector. RajCOMP's day-to-day working is managed by the Managing Director. The Chief Secretary heads the governing Board of RajCOMP and the Secretary, IT & C chairs the executive body.

The Government of Rajasthan appreciated the need to build capacities in various departments from an early stage and as a testimony; about 50 programmers and analysts from Do IT&C have been deputed in various departments to spearhead the computerization and e-Governance initiatives of the department. Therefore, most of the departments have been able to develop in house applications. Some other departments

have undertaken computerization initiatives with the help of RajComp and NIC. Moreover, staff from every department has been provided training on computer awareness, general computer skills and internet by DoIT, NIC or private sector partners appointed by DoIT.

The level of computerization including the hardware available, maturity of applications and people skills available in the participating departments is captured in volume 2 which is bounded separately. The following figure gives a snap shot of the level of computerization in 39 participating departments (IT department has not been included) based on our dip stick study:

High	Medium	Low
1. Commercial Tax	1. Agriculture	1. Agricultural Marketing Board
2. Excise	2. Elections	2. Animal Husbandry
3. Forests	3. Finance	3. Co-operatives
4. Information and Public Relations	4. Higher Education	4. Employment
5. Jaipur Development Authority	5. Industries	5. Food and civil supplies
6. Medical, health& family welfare	6. Irrigation	6. Labour
7. PHED	7. Local Self Government (Municipalities)	7. Land Settlement Department
8. Police	8. Panchayati Raj	8. Mines
9. Rajasthan Stamps and Registration	9. Power	9. Social Welfare
10. Department of Personnel	10. Planning	
11. Treasuries	11. Primary Education	
	12. PWD	
	13. Revenue and Land Records	
	14. Rural Development	
	15. Technical Education	
	16. Tourism	
	17. Transport	
	18. Urban Development Authority	
	19. Women and Child Development	

Table 3: Level of computerization in 40 participating department

In general, the Revenue earning departments like the Commercial Taxes, Excise, Rajasthan Stamps and Registration, Jaipur Development Authority, Revenue and Land Records, Municipalities etc. have taken a number of important e-Governance initiatives. All these departments have a highly informative web site, downloadable forms, procedures and timelines for procuring services etc. on the internet in Hindi. Another important revenue earning department, Department of Transport though not internally computerized has placed the forms and procedures and timelines for availing services over the internet. Treasury department has computerized most of its important processes. Police department has also taken a number of measures to leverage IT for provisioning services to the citizens. Most departments have implemented grievance redressal systems and this service is provided through the eMitra centers.

On the flip side, there are some departments like Animal Husbandry, Co-operatives, Labour, Social Welfare, etc. that have not undertaken any IT related initiative. Some of the applications being used in the departments where computerization has taken place have been developed long ago in Xbase etc. which is not amenable to the provisioning of services over a network. Almost all the computerization initiatives (except eMitra) are departmental initiatives and have no linkages with other departments. Furthermore, the state is yet to engage private sector in major initiatives as much as some other leading states in India have done.

However, the state has taken some path breaking measures through e-Governance initiatives like eMitra, Apna Khata, Rajcrest etc. The list of e-Governance initiatives undertaken by the state are enunciated in Annexure 2.

The departmental reports with details of the computerization initiatives, hardware and manpower capabilities are attached as a separately bound report.

Comparison of Rajasthan vis-à-vis some of the desirable characteristics considered important for an effective e-Governance implementation:

Desirable Characteristics	Status of Rajasthan
• Articulate a Vision	The state came out with its first IT policy in 2000. Taking cognizance of the fast pace of changes the state is shortly coming out with the IT policy for 2006-08 wherein a vision for IT and ITeS sector will also be enunciated.
• Develop portals	The state government portal has developed the web

Desirable Characteristics	Status of Rajasthan
	portal called Rajdarpan. However, it is designed mainly around departments and agencies. This needs to be redesigned around services so that citizens may demand and avail services without the need to know which department offers that particular service. A G2B portal should also be developed so as to provide single window services to the businesses and encourage investments.
• Adopt an enterprise approach	Most of the e-Governance initiatives have been department specific. The state's web portal is designed mainly around departments and agencies. This needs to be redesigned around services to present a single face of the government to the citizens wherein the citizens need not know the department they need to interact with, to avail a service. However, eMitra initiative adopts an enterprise approach and provides the citizens with one stop shop for accessing multiple services from a single location.
• Include customer segmentation and customization features	This is yet to be done. This will enable the government to provide customized services and allow people to change the layout of the portal as per their individual liking. This could be major step in popularizing the off take of services through the internet.
• Enhance Usability	Most of the content is available in Hindi. About 50% of the departments have their own websites. Some of these website such as those of commercial taxes, Excise, Transport etc. have a lot of content that the citizens would find useful though all the websites only have informational capabilities. Moreover, the citizens charters of even the departments that are not computerized have been placed on the web portal.
• Achieve transactional capabilities	The state is yet to provide a comprehensive set of transactional capabilities over the internet. However, some progress has been made in this regard e.g copies of Record of Rights may be accessed over the internet.

Desirable Characteristics	Status of Rajasthan
	Utility bill payments for water, electricity and phone may be made at eMitra centers. More transactional capabilities will also justify investment in infrastructure in e-Government and offer maximum benefits to the Government and citizens.
• Enhance user confidence and trust	The state will have to come out with a comprehensive security and privacy policy and standards in order to build user confidence and trust. This is the first step to introduce transactional capabilities.
• Start small, scale fast	In order to prevent wastage and anarchy due to the introduction of an unstable system, it is recommended to do pilots and scale up rapidly. Rajasthan has done the same in most cases.
• Focus on capacity building	The state initiated this effort by putting IT experts from DoIT on deputation in various departments. This has facilitated the development of IT applications in house by some of the departments. More comprehensive capacity building initiatives would be initiated as an outcome of the present engagement.
• Market e-Government	The government has started doing this. Moreover, the participation of private partners through the various PPP initiatives, the marketing for e-Government is set to increase.
• Define outcomes clearly and measure the progress	This is being done through this project.
• Engage in strategic partnerships with private sector and other governments	Increasingly, PPP options are being explored. A glowing example of this is eMitra where private players have shown interest and partnered with the Government to provide services to the citizens.

Desirable Characteristics	Status of Rajasthan
• Encourage customer feedback and notice trends	Most departments have a grievance redressal system which may be used through the internet as well as the eMitra centers. However, there is no forum to take good suggestions from citizens. This could be built in the web portal.
• Sustainable business models	The government has tried to create a sustainable business model for e-Mitra initiative by allowing private sector participation and allowing the private partners to collect charges on a per transaction basis. Such model needs to be undertaken for other initiatives as well.

Table 4: Rajasthan vis-à-vis good practices in e-Governance

II.4. e-Governance Vision for Rajasthan

E-governance is a way for governments to leverage the Information and Communication Technologies (ICT) to provide people with convenient access and better quality of government information and services and to provide greater opportunities to participate in democratic institutions and processes. Governments around the world are using ICT to reach to the citizens and businesses and provide them services through various channels at the time and place of their convenience.

The Government of Rajasthan appreciates that a well articulated, realistically achievable vision is the starting point for a comprehensive approach towards implementing e-Governance. A clearly articulated vision statement motivates the stake holders to work towards the achievement of common goals in a focused manner. The Government has therefore, articulated a comprehensive E-Governance vision for Rajasthan in the IT policy 2006-08, as below:

> The Government of Rajasthan would leverage Information Technology not only as a *tool for improving governance and employment opportunities*, but also more significantly as a *means to enhance the quality of life* and *bridging the socio-economic divide* in the state ensuring that skew in the development in society is minimized and the underprivileged sections of the society are brought at par with the more privileged sections.

Fig. 4: Rajasthan e-Governance Vision

The vision statement clearly elucidates the key theme of Rajasthan's desired e-Governance direction, which is:

- Use e-Governance as a tool for improving Governance and employment opportunities: Use of ICT will facilitate the improvement in monitoring and implementing various welfare schemes while increasing the accountability and transparency in government. Moreover, employment opportunities for entrepreneurs would be generated through the establishment of CSC's and kiosks.

- Improve the quality of life of citizens: e-Governance would help in attaining this objective through the provision of citizen centric service delivery thereby providing better turnaround times and convenience in demanding and availing services.
- Leverage IT to empower masses and promote equitable development thereby eliminating the socio-economic divide: ICT offers a compelling tool for the government to empower the masses by decreasing the time and cost required for demanding and availing services. Mechanisms like citizen feedback, grievance handling systems, provision for citizen forums on the web portal and increasing the number and breadth of access channels are some means of attaining this objective.

In line with the above vision, Government of Rajasthan has made 'e-governance' as one of its prime agendas since the past few years and designed proactive strategies for its effective implementation. The main goals that the government of Rajasthan wants to achieve through the above vision are:

- Enhanced participation of the people in decision making and program implementation
- Equal access to information and Administration for all people
- A credible government-public interface that becomes an interactive forum.
- An efficient service delivery system
- Transparency in operations.
- Community Linkages

III E-Governance Strategy

The state of Rajasthan would benefit greatly from an overall enterprise IT strategy for achieving the collective business objectives of its departments. An IT Strategy that is based on an overarching business strategy rather than separate, unaligned individual department strategies would allow executive department agencies, constitutional offices, the Legislature and the judicial branch to focus their energies and resources to enhance value and introduce cost-effective operations throughout the government. Such a strategy is essential to create synergy and achieve an alignment between the state's IT investments and its desired service outcomes for citizens and businesses.

In order to fructify its vision, the Government of Rajasthan needs to focus on the following four elements:

- Customers
- Services
- Delivery Channels
- Performance measures

III.1. Customers

Based on the kind of relationship with the Government, the customers of the Government of Rajasthan may be categorized as:

1. Citizens: This group comprises the residents and the floating population including tourists. This is the largest and the most frequent user of government services and information. Their relationship with the government may be summarized below:
   a. Use the government infrastructure in terms of roads, drainage networks, irrigation networks, public parks, etc.
   b. Access the departmental services such as payment of taxes, registration of transactions, issue of various types of certificates, etc.
   c. Report problems and provide suggestions.

2. Businesses: Public and private sector organization conducting business in the state fall under this category. The demand for services from this group may be summarized as below:
   a. While starting business e.g Registration, licenses etc.

b. Regular services while conducting business e.g. payment of taxes, filing of returns etc.

3. Employees: The employees of the Government of Rajasthan are a unique group in that they are providers of services to other groups while they also access services such as payroll, benefits etc. Their importance is further compounded by the fact that they are the public face of the government.

Based on discussions with various departments, PwC's internal research and findings of secondary research, the key customer expectations and e-Governance opportunities to meet the legitimate aspirations and expectations of the customers may be summarized as given in the next few pages:

Customer type	e-Government Expectations	e-Governance opportunity
Citizens	– Single and easy point of contact for each service. Customers should be able to quickly and easily learn about the different services offered by various departments and how to request such services. – Clear and accurate information about each service and transaction. Customers should be able to use the E-Government channel to follow-up and track the progress of their transactions remotely and conveniently. – Efficient and effective resolution of complaints. Complaints should be resolved promptly and customer must be kept abreast of the progress made in resolving their complaints. – Customer-oriented and transparent service delivery processes. Customers should be shielded from the various internal operations and activities involved in delivering a service. Customers should not be required to interfere in inter-departmental communications to expedite	1. Develop a portal which provides services directory such that the citizens may avail the services without the need to know which department provides that service. 2. Provide information on procedures and downloadable forms on the internet and make them available through various channels. 3. Re-engineer processes and redesign forms to make it easier for the citizens to demand and avail services 4. Devise a feedback mechanism so as to get constant feedback and adapt to citizen needs and demands 5. Increase the number of access channels to enable the citizens to demand and avail service at the time of their liking and place of their choice. 6. Develop and follow standards and guidelines for interdepartmental data transfer to expedite flow of information between departments. 7. Develop content in the local language as well as English. 8. Create and follow formal content management processes to ensure that the content is regularly updated and correct. 9. Establish single window multiple service counters or CSC's throughout the state

Customer type	e-Government Expectations	e-Governance opportunity
	the processing of their transactions.	10. Service levels should be defined for every service, to measure the quality of service delivery. A service level should be agreed upon by the responsible authority for each of the measurable outcomes. 11. Market e-Government initiatives and benefits. Incentives to promote channel shift could also be provided to citizens 12. Establish data privacy and protection laws and online transaction mechanisms to develop confidence and trust

Businesses	– Single and integrated view of the business relationship across all departments and services. Businesses expect the government departments to take a consolidated view of their transactions across all departments. Businesses should no longer be required to provide the same information repeatedly and follow-up transactions across departments. – Simplified decision cycles. Businesses require the E-Government services to be supported by simplified decision cycles to facilitate faster turnaround times – Electronic exchange of information with other governmental organizations. Businesses require the government to integrate electronically with other governmental organizations. This would help minimize the time required for compiling, endorsing and validating official documents collected from various governmental organizations (e.g. Department of industries, Registration and stamps, Income tax department, etc.)	1. Develop a G2B portal for businesses for information on all types of procedures and requirements regarding approvals, clearances etc. 2. Make e-procurement for procuring items mandatory or make it mandatory for departments to buy a certain % of their annual procurement online. 3. Re-engineer processes and redesign forms to make it easier for the Businesses to demand and avail services 4. Develop and follow standards and guidelines for interdepartmental data transfer to expedite flow of information between departments so that the businesses are not required to furnish the same information to multiple agencies. 5. Enhance the participation of the Private sector through PPP. 6. Establish data privacy and protection laws and online transaction mechanisms to develop confidence and trust
Employees	– Reduce the workload of the employees, who need to perform the same task repeatedly.	1. Computer and IT awareness training, project management and vendor management training

	– Better MIS systems for improving the internal efficiency of the departments – Better system for availing the government benefits for the employees	2. Develop a comprehensive Human Resource Management System including a portal for employees to monitor their benefits accrual, leave entitlement etc. 3. Automate the routine tasks to facilitate government staff to undertake higher value work. 4. Regular trainings and seminars for career development, skills addition etc. to motivate employees and enhance their service delivery skills 5. Establish data privacy and protection laws

Table 5: Customer Expectations and e-Governance opportunities

III.2. Services

Providing services to their customer base is the raison d'etre for most government departments. The convenience with which the citizens can demand and avail the services decides the citizens' perception of the department and the Government. Therefore, it is important that any initiative that is aimed at improving the image, efficiency and productivity of the departments must have services delivery improvement as its major theme.

The Services delivery and improvement strategy has 3 important components:

1. Breadth of service implies the number of services being provided
2. Depth of service deals with the complexity of the services
3. Customer feedback deals with getting citizen feedback and making improvements accordingly. This aspect is a part of performance measures.

Breadth of Service:

As the resources are limited, it is imperative that investment in delivering services through e-Government channels is prioritized such that the services that provide greatest benefits to the customers and the Government departments are implemented first to achieve maximum benefits and increase the proponents for the initiatives. Moreover, as the maturity levels of e-Government increase, even the services that may not have seem to be feasible at the beginning, become feasible.

To triage the services objectively we have used criticality feasibility framework. The four step process we have used for the purpose is give below

Step 1: Compile the List of Services – This step involved compiling the list of services provided by the various participating departments.

Step 2: Collect Information & Statistics about various Services – This step involved collecting operational statistics and information about each service to assist in the prioritization process. Such information includes transaction volumes, customer type, service type, number of departments involved in delivering the service, etc. Please refer to volume 2 – As-Is Assessment of departments.

Step 3: Prioritize the implementation of Services – This step involved using Criticality-Feasibility framework to decide the time lines for the implementation of each of the services identified earlier.

- ***Service Criticality –*** Describes importance of provisioning the service through electronic channels. The following parameters are used to decide on the service criticality:
  - Strategic Fit – Does this service fit into the NeGP and/or state government development agenda?
  - Visibility – Will creating this service promote a positive image of the state government to constituents and businesses?
  - Cost Savings -- Does providing this service electronically generate cost savings for the Government?
  - Revenue generation – Could electronic provisioning of this service potentially provide a new revenue source for the Government?
- ***Service Feasibility –*** Describes ease with which the service may be delivered through electronic channels while also taking cognizance of the costs and risks associated with an effort to deliver the service electronically The following parameters are used to define the service feasibility:.
  - Market Readiness – Are customers demanding this service?
  - Operational Readiness -- Is the Department ready, from a technology and capability standpoint, to undertake this project?
  - Development Cost -- Are development costs relatively low or high?
  - Leveragability – Is the application able to leverage an existing application? If a new application must be built, will other applications be able to leverage it?

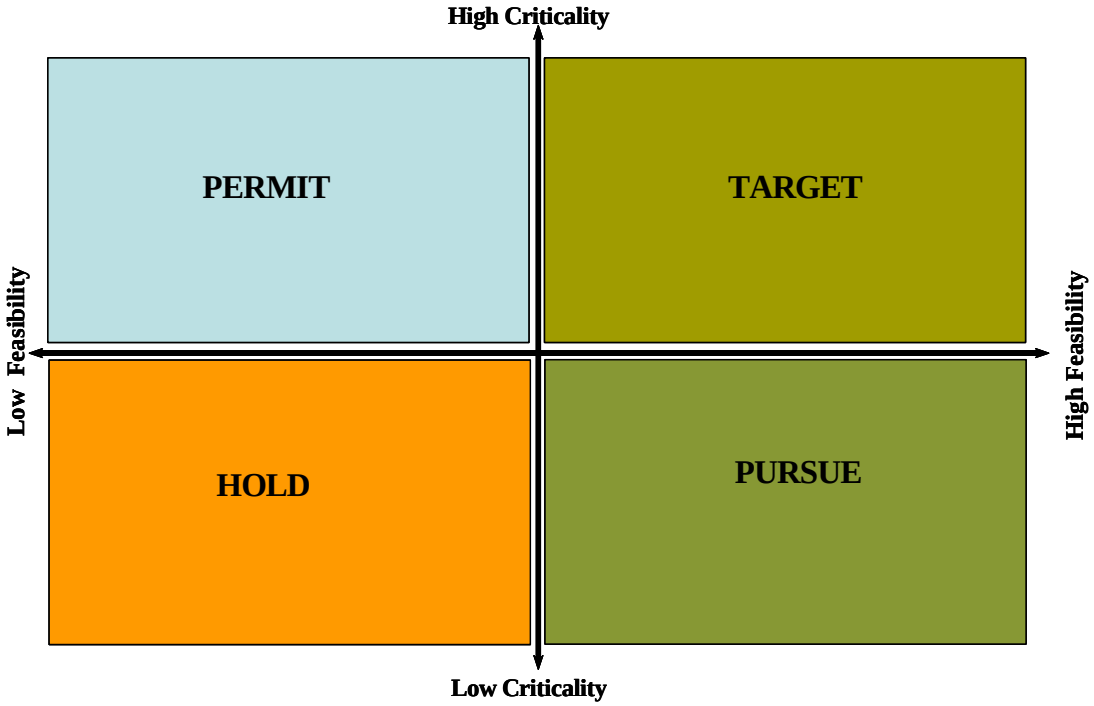

Fig. 5: Criticality-Feasibility Framework

As can be seen from the figure above, services have been prioritized in the following order:

Group 1 (High Criticality, High Feasibility): High criticality implies customer demand and benefits to the Government while high feasibility implies relatively few risks in pursuing this service. This group of services should be implemented first ***(Targeted).*** The services can be transformed easily to E-Government delivering highly visible benefits to the customers and the government.

Group 2 (High Criticality, Low Feasibility): High criticality implies that there is customer demand for such a service or that significant benefits could be realized from this application, but low feasibility implies that there may be significant risks or costs associated with the provisioning of the service. This group of services can be implemented second, ***(Permitted)*** if Department can allocate the human and financial resources necessary to support the implementation process. These services though relatively difficult to implement, deliver highly visible benefits to the Government and the customers.

Group 3 (Low Criticality, High Feasibility): Low criticality implies little gain, but high feasibility implies relatively few risks and/or costs. This group of services can be implemented second, ***Pursued)*** if the Government is low on the human and/or financial resources required to support the implementation process. The services are relatively easy to implement but deliver benefits that are not very visible to the customers.

Group 4 (Low Criticality, Low Feasibility): Low criticality implies little gain and low feasibility implies relatively high risk***.*** This group of services should be implemented last. ***(Deferred)*** These services are relatively difficult to implement while delivering benefits that are not very visible to the target customer base.

Step 4: Validate and Rationalize the Results – This step involved deploying project management team's experience and knowledge of department's customers and operations to further verify the results of the analysis.

Based on the criticality feasibility framework, the high criticality- high feasibility services are detailed as follows while the other services have been mentioned in Annexure 3:

Based on the criticality feasibility framework, the high criticality- high feasibility services are detailed as follows:

Group 1: High Criticality-High Feasibility Services:

S.No.	Service	Delivery Channels	Department
1.	Web portal for citizens (G2C portal)	Web portal, CSC, Kiosks	All departments
2.	Web portal for businesses (G2B portal)	Web portal, CSC, Kiosks	All departments
3.	Web portal for employees	Web portal, CSC, Kiosks	All departments
4.	Information on benefits available to an applicant under various developmental/ subsidy schemes of different departments	Web portal, CSC, Kiosk	All related departments
5.	Monitoring of various schemes	Department Computerization	All departments
6.	Downloadable forms for demanding services and procedures and time lines for availing services	Web portal for employees and the results could be made accessible through the web portal, CSC and kiosk for increased transparency	All departments
7.	Grievance redressal for all departments	Web portal, CSC, Kiosks	All citizen interfacing departments
8.	Implementation of Right to Information Act.	Web Portal, CSC, Kiosks	All departments
9.	Issue and renewal of learner's license under the Motor Vehicles Act, 1988.	Departmental counter through PPP partnership	Transport
10.	Issue and renewal of fresh/duplicate driving license under the Motor Vehicles Act, 1988.	Departmental counter through PPP partnership	Transport
11.	Reservation of registration numbers under the Motor Vehicles Act, 1988	Web portal, CSC, Kiosks	Transport
12.	Issue and renewal of new/duplicate registration certificates of vehicles under	Departmental counter through PPP	Transport

S.No.	Service	Delivery Channels	Department
	the Motor Vehicles Act	partnership	
13.	Transfer of ownership under the Motor Vehicles Act, 1988	Departmental counter through PPP partnership	Transport
14.	Change of address of registered owner (home / other state) under the Motor Vehicles Act, 1988	Departmental counter through PPP partnership	Transport
15.	Noting hire purchase agreements under the Motor Vehicles Act, 1988	Departmental counter through PPP partnership	Transport
16.	Termination of hire purchase agreements under the Motor Vehicles Act, 1988	Departmental counter through PPP partnership	Transport
17.	Issue of fresh registration certificates in the name of the financier under the Motor Vehicles Act, 1988	Departmental counter through PPP partnership	Transport
18.	Receiving and accounting of Challans written against any vehicle by the executive staff of the office under the Motor Vehicles Act, 1988	Departmental counter through PPP partnership	Transport
19.	Collection of compounding fees as per schedule under the Motor Vehicles Act, 1988	Departmental counter through PPP partnership	Transport
20.	Collection of tax & penalties including life tax and issue of tax paid certificate	Departmental counter through PPP partnership	Transport
21.	Issuance of Time Table of buses	Web portal, CSC, Kiosks, Telephone	RSRTC
22.	Provision of booking facility for Interstate transport	Web portal, CSC, Kiosks, Telephone	RSRTC
23.	House Tax Assessment, Billing and Collection	Web portal, CSC, Kiosks	Municipal Administration
24.	Maintain records of Land & property	Department computerization	Municipal Administration
25.	Issue of Birth Certificates	Web portal, CSC, Kiosks	Municipal Administration
26.	Issue of Death Certificates	Web portal, CSC,	Municipal

S.No.	Service	Delivery Channels	Department
		Kiosks	Administration
27.	Agriculture Extension Services & Transfer of Technology --a. Trainings ,b. Demonstrations, c. Exposure Visits,d. Organising Rythusadassus, Exhibitions, e. Mass Media support, Literature	Web portal, CSC, Kiosks	Agriculture
28.	Implementation of soil & water conservation programme	Web portal, CSC, Kiosks	Agriculture
29.	Implementation of various subsidy schemes	Department computerization	Agriculture
30.	Monitoring the outbreak of pest and diseases	Department computerization	Agriculture
31.	Issue of New Ration Card and other services like change of address, inclusion of names, deletion of names etc.	Web portal, CSC, Kiosks	Food, Civil Supplies and Consumer Affairs
32.	Information about various distribution points for various commodities like kerosene etc.	Web portal, CSC, Kiosks	Food, Civil Supplies and Consumer Affairs
33.	Information on prices of essential commodities.	Web portal, CSC, Kiosks	Food, Civil Supplies and Consumer Affairs
34.	To bring awareness among the consumers and redressal of their grievances under The Consumer Protection Act, 1986.	Web portal, CSC, Kiosks	Food, Civil Supplies and Consumer Affairs
35.	Issue of Birth/Death certificate	Web portal, CSC, Kiosks	Panchayati Raj
36.	Application for inclusion of name in Voter list	Web portal, CSC, Kiosks	Panchayati Raj
37.	Conducting various welfare schemes for the poor and needy sections of the society	Departmental computerization	Panchayati Raj
38.	Conducting Survey	Departmental computerization	Settlement & Land Records
39.	Issue of computerized cadastral plans	Web portal, CSC, Kiosks	Settlement & Land Records
40.	Issue of Village Maps	Web portal, CSC, Kiosks	Settlement & Land Records
41.	Registration of Shops & Commercial	Web portal, CSC,	Labour

S.No.	Service	Delivery Channels	Department
	Establishments under the Rajasthan Shops & Commercial Establishments Act, 1987.	Kiosks	
42.	Registration of the employers / licensing of contractors (if they employ 20 or more employees) under the Contract Labour (Regulation & Abolition) Act, 1970 to regulate the working conditions of contract labour and abolition of contract labour in certain cases.	Web portal, CSC, Kiosks	Labour
43.	Registration of employers and licensing of contractors under the Building & Other Constructions Workers (Regulation of Employment & Conditions of Service) Act, 1996.	Web portal, CSC, Kiosks	Labour
44.	Registration of trade unions under the Trade Union Act, 1926.	Web portal, CSC, Kiosks	Labour
45.	Registrations of unemployed candidates.	Web portal, CSC, Kiosks	Employment
46.	Renewal of registrations, maintenance of records.	Web portal, CSC, Kiosks and department computerization	Employment
47.	Employment Market Information.	Web portal, CSC, Kiosks	Employment
48.	Placement services for employment.	Department centers	Employment
49.	Registration of all Documents Movable or Immovable as per the Registration Act 1908.	Department centers	Registration and Stamps
50.	Issue of EC (Encumbrance Certificates).	Department centers	Registration and Stamps
51.	Issue of Market Values Certificates.	Banks, Department centers	Registration and Stamps
52.	Sale of Stamp Papers.	Department centers	Registration and Stamps
53.	Registration under Hindu Marriage Act.	CSC, Kiosks	Registration and Stamps
54.	Issue of Record of Rights	Department counter, CSC; Web portal and	Revenue and Land Records

S.No.	Service	Delivery Channels	Department
		authorized kiosks	
55.	Mutation of Land Ownership.	Department counter, CSC; Web portal and Kiosks (only tracking application)	Revenue and Land Records
56.	Copy of Land Map and Boundaries.	Department counter, CSC; Web portal and Kiosks (only tracking application)	Revenue and Land Records
57.	Issue of Pattadar Passbook.	Department counter, CSC; Web portal and Kiosks (only tracking application)	Revenue and Land Records
58.	Updations / Corrections to Land Records.	Department counter, CSC; Web portal and Kiosks (only tracking application)	Revenue and Land Records
59.	Application for Welfare Schemes under SGRY.	Web portal, CSC and kiosks	Rural Development
60.	Preparing Annual Accounts and Budgets.	Internal department computerization	Rural Development
61.	Distribution of Budget/Grant-in-aid to Districts.	Internal department computerization	Rural Development
62.	Issue of an FIR (First Information Report) under the Criminal Procedure Code.	Web portal, CSC and kiosks	Police
63.	Status of applications /requests for various services	Web portal, CSC and kiosks	Police
64.	Application for new/ renewal of arms license.	Web portal, CSC and kiosks	Police
65.	Information on missing persons / dead bodies under Criminal Procedure Act.	Web portal, CSC and kiosks	Police

S.No.	Service	Delivery Channels	Department
66.	Verification of domestic servants, tenants, job seekers etc.	Web portal, CSC and kiosks	Police
67.	Application for jobs as part of recruitment.	Web portal, CSC and kiosks	
68.	To hold examinations for school, publish the results of such examinations and grant certificates to persons who have passed these examinations.	Web portal, CSC and kiosks	Primary Education
69.	Activities related to school employees, HR issues like salaries, transfers, promotions, loans, medical bill, allowances, deductions etc.	Internal Departmental computerization	Primary Education
70.	Internal services to department employees like sanction of leaves, GPF etc.	Internal Departmental computerization	Higher Education
71.	Registration of applications of all Diploma candidates.	Web portal, CSC and kiosks	Technical Education
72.	Permission to enhance the seats in different courses of Polytechnics and Engineering Colleges.	Web portal	Technical Education
73.	Issue of Marks memos to Students.	Web portal, CSC and kiosks	Technical Education
74.	Receipts from the public and departments for credit to Govt. through banks	Internal department computerization	Treasury
75.	Payments of claims against Government on Bills / Cheques	Internal department computerization and payment gateway	Treasury
76.	Payments to banks against the payment to pensioners	Internal department computerization and payment gateway	Treasury
77.	Reconciliation of departmental transactions	Internal department computerization and payment gateway	Treasury

S.No.	Service	Delivery Channels	Department
78.	Maintenance of banking accounts of local bodies and non-governmental institutions	Internal department computerization and payment gateway	Treasury
79.	Formulation of Annual/five year plans of various departments on the basis of the guidelines of the Government of India	Internal department computerization	Planning
80.	Monitoring of the various schemes under implementation	Internal department computerization	Planning
81.	Preparation of mid term appraisal of five year plans as per guidelines of Planning Commission and send to Planning Commission	Internal department computerization	Planning
82.	Allocation of the available financial resources to different administrative departments after determining the priorities of development	Internal department computerization	Planning
83.	Giving appropriate advice to various departments for effective implementation of plans and schemes	Internal department computerization	Planning
84.	General information about the department and its schemes/fee structures/forms/procedures etc.	Web portal, CSC and kiosks	PHED
85.	Application for new connections (drinking water etc.) for household/ business/industrial purpose.	Web portal, CSC and kiosks	PHED
86.	Collection of water and sewerage bills.	Web portal, CSC and kiosks	PHED
87.	Issue of registration certificates to the dealers.	Web portal, CSC and kiosks	Commercial Taxes
88.	Issue of statutory forms.	Web portal, CSC and kiosks	Commercial Taxes
89.	Issue of Tax Clearance Certificates.	Web portal, CSC and kiosks	Commercial Taxes

S.No.	Service	Delivery Channels	Department
90.	Registration of a Society under the Rajasthan Co-operative Societies Act	Web portal, CSC and kiosks	Co-operatives
91.	Collection of MIS reports by all types of Societies on a periodic basis	Web portal, CSC and kiosks	Co-operatives
92.	Implementation of Policies and Schemes (like Apna Bachat Ghar for women, Sanjeevani, Avika Credit Card etc.) announced by the department and Government (Central and State).	Internal department computerization	Co-operatives
93.	Issue of IMFL permits.	Web portal, CSC and kiosks	Excise
94.	Issue of country liquor and Bhang permits.	Web portal, CSC and kiosks	Excise
95.	Issue of molasses permits.	Web portal, CSC and kiosks	Excise
96.	Issue of liquor transport permits(TP's)	Web portal, CSC and kiosks	Excise
97.	Issue of permit for import /export of excise goods.	Web portal, CSC and kiosks	Excise
98.	Wholesaler –contractor invoicing.	Web portal, CSC and kiosks	Excise
99.	Revenue collection monitoring.	Internal departmental computerization	Excise
100	Bank challan deposits.	Web portal, CSC and kiosks	Excise
101	EPA fulfillment of contractors.	Web portal	Excise

S.No.	Service	Delivery Channels	Department
102	Stock levels at distilleries and wholesalers/contractors.	Web portal	Excise
103	Implementation of Rajasthan Investment Policy Scheme 2003.	G2B portal; Internal departmental computerization	Industries
104	Implementation of Rural Haat Scheme of Govt. of India and other developmental schemes.	Internal departmental computerization	Industries
105	Loans and grants to handloom cooperative sector.	Internal departmental computerization	Industries
106	Registration of small scale industries.	Web portal, CSC and kiosks	Industries
107	Sales Tax Exemption and price preference to SSIs.	Web portal, CSC and kiosks	Industries
108	Implementation of various Subsidy Schemes	Internal department computerization	Industries
109	Provision of OPD / General Health Care services.	Web portal, CSC and kiosks	Medical, Health and Family Welfare
110	Maternal/infant/child Health care services.	Web portal, CSC and kiosks	Medical, Health and Family Welfare
111	Forward application for death /birth certificates	Internal department computerization	Medical, Health and Family Welfare
112	Counseling people on health education and hygiene.	Web portal, CSC and kiosks	Medical, Health and Family Welfare
113	Ambulance Services Information.	Web portal, CSC and kiosks	Medical, Health and Family Welfare
114	Vaccination Schedule.	Web portal, CSC and kiosks	Medical, Health and Family

S.No.	Service	Delivery Channels	Department
			Welfare
115	Blood Bank locations & Availability.	Web portal, CSC and kiosks	Medical, Health and Family Welfare
116	Doctor's database.	Web portal, CSC and kiosks	Medical, Health and Family Welfare
117	Beds Availability in Government and Private Hospitals.	Web portal, CSC and kiosks	Medical, Health and Family Welfare
118	Family planning services (vasectomy, tubectomy etc.).	Web portal, CSC and kiosks	Medical, Health and Family Welfare
119	Prepare various reports of disease surveillance.	Internal department computerization	Medical, Health and Family Welfare
120	Spreading awareness regarding AIDS, Pulse Polio Immunization, Malaria, typhoid and other communicable diseases through media, advertisements, rallies etc.	Web portal, CSC and kiosks	Medical, Health and Family Welfare
121	Implementation of Integrated Child Development Service Programmes	Internal department computerization	Women and Child Development
122	Implementation of Integrated Women Empowerment Scheme.	Internal department computerization	Women and Child Development
123	Issue of duplicate copy of Electoral Photo Identity Card (EPIC)	Web portal, CSC and kiosks	Elections
124	Application for inclusion of name in the electoral rolls	Web portal, CSC and kiosks	Elections
125	Issue of certified copies of electoral rolls	Web portal, CSC and kiosks	Elections

S.No.	Service	Delivery Channels	Department
126	"Shiksha se Swalamban" Yojana	Internal department computerization	Social Welfare
127	Application for hostels for working women, SC/ST and OBC	Web portal, CSC and kiosks	Social Welfare
128	Polio correction camps	Web portal, CSC and kiosks	Social Welfare
129	Issue of Identity Cards to Senior Citizens for availing facilities in hospitals, libraries, buses etc.	Web portal, CSC and kiosks	Social Welfare
130	Old age pension	Web portal, CSC and kiosks	Social Welfare
131	Dissemination of information related to Rajasthan Tourism	Web portal, CSC and kiosks	Tourism
132	Online booking facilities for accommodations and transport.	Web portal, CSC and kiosks	Tourism
133	Application for new electricity connections for domestic, commercial, industrial, agriculture/irrigation purposes.	Web portal, CSC and kiosks	Energy
134	Public grievance redressal on issues of billing, error in meter readings etc.	Web portal, CSC and kiosks	Energy
135	Implementation of programmes and schemes related to health, protection conservation, and development of livestock in the state	Departmental Computerization	Animal Husbandry
136	Dissemination of information to people and press	Departmental Computerization	Department of Information and Public Relations
137	Entry passes for visitors to Secretariat	Departmental Computerization	Department of Personnel
138	Monitoring of effective implementation of reservations for SC/ST persons, physically handicapped persons and ex-service personnel in Government Services.	Departmental Computerization	Department of Personnel

S.No.	Service	Delivery Channels	Department
139	Purchasing and issuing the rules Books to various Departments of the Secretariat according to their demands.	Departmental Computerization	Department of Personnel
140	Transfer and posting of employees	Departmental Computerization	Tourism
141	Portal for tourism	Web portal, Kiosks, Call center	Tourism
142	Water availability in dams	Web portal, Kiosks, Call center	Water Resources
143	Rainfall and floods information	Web portal, Kiosks, Call center	Water Resources
144	Ongoing projects development and requirements info	Web portal, email	Water Resources
145	Legal Aid Services	Web portal, email, Kiosks, Call center	Justice

Table 6: High Criticality High Feasibility Services

Depth of Service:

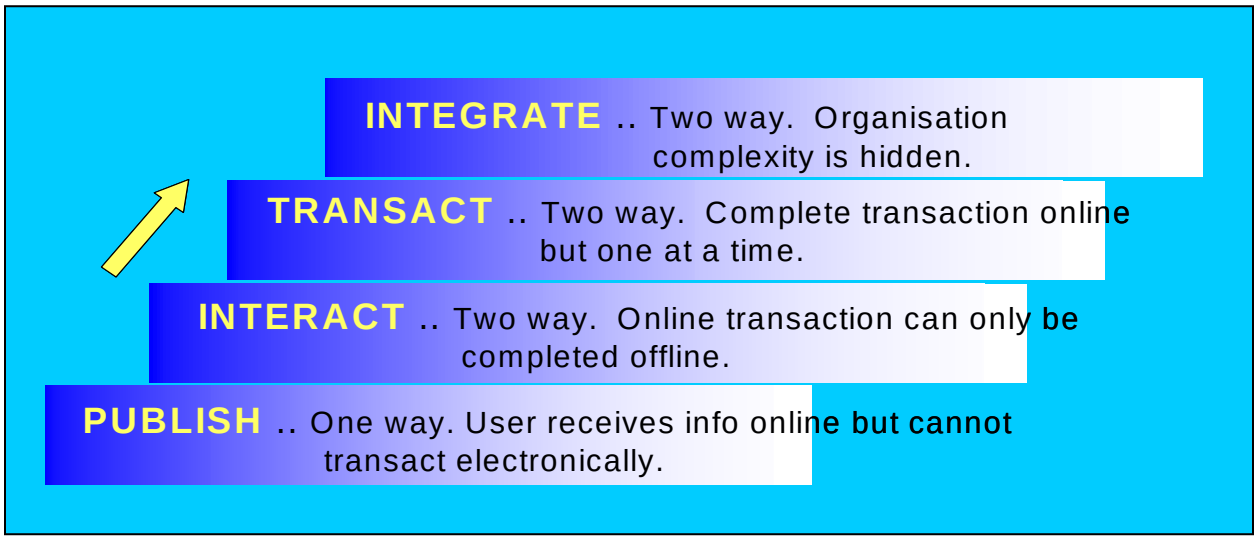
INTEGRATE .. Two way. Organisation complexity is hidden.
TRANSACT .. Two way. Complete transaction online but one at a time.
INTERACT .. Two way. Online transaction can only be completed offline.
PUBLISH .. One way. User receives info online but cannot transact electronically.

Fig. 6: Depth of services

As regards the depth of services, the figure above shows that as the maturity of e-Governance increases the services progressively move from the publish stage to interaction, transaction and then integration or convergence where the departmental boundaries are abstracted from the customers. The government of Rajasthan will be required to move its services to the next levels progressively in order to implement the e-Governance roadmap fully.

It must be noted that:

- Different services will be at different stages of maturity. Some services will only need a simple web presence, while others may never involve online transactions, or be part of integration efforts.
- Some services may never be delivered electronically
- Departments should consider where each of their services or functions should be positioned, rather than where the organization as a whole should sit.

III.3. Delivery Channels

The delivery channels represent the means through which electronic services are delivered to the customers. Identifying what channels to use is a key success factor for any effective E-Government strategy as the choice of delivery channels has a major impact on the following:

- Technology infrastructure required to support the channel (i.e. Hardware, Software and Network);
- Business processes and procedures required to operate the channel; and
- Organization structure required to manage and deliver the electronic services (i.e. skills, roles and alliances)

Government of Rajasthan has the option of employing a judicious mix of the following possible delivery channels to use for the delivery of services:

1. ***Citizen Service Centers:*** Information dissemination, acceptance of service requests and delivery of services through citizen service centers involves integration of the backend applications of departments with Citizen Service centers. The Citizen Service center have been taken as an electronic channel of delivery as they will be providing the services to the various government departments and their customers through a single interface using the electronic integration. eMitra initiative in Rajasthan has been hugely successful and the state may build on this success to improve service delivery with private participation.
2. ***Internet:*** Customers can use desktops and hand-held computers to connect to government's web portal to request services and search for information, make payments etc.
3. ***Phone (Call Center)***: Customers can dial the Government of Rajasthan's hot-lines and emergency center to request services and information. 'Phone' is considered as an electronic delivery channel due to the potential use of 'Call Center' and 'Interactive Voice Response' technologies. e.g. the Revenue department, Govt. of Rajasthan has started using IVRS to answer queries regarding land records.
4. ***Mobile Computing***: Customers can request services and information through mobile phones and hand-held digital personal assistants.
5. ***Kiosk:*** It is computer based, ATM like electronic device, where customers can access Government of Rajasthan's web site over the Internet without the need

to own personal computers. Honorable CM and Finance Minister, Smt. Vasundhra Raje has declared (in budget speech 2006-07) that in the next 2 years, 1000 kiosks would be installed to provide employment opportunities for the handicapped people. The implementation of this scheme could position kiosks as the most pervasive delivery channel in Rajasthan. Please note that from hereon, kiosks and CSC's have been used interchangeably unless explicitly stated differently.

6. ***Existing department service channels:*** Providing all the services of a department through facilitation counters in a service oriented approach is the significance of this channel. This is important in certain departments where the interface and involvement of customers in availing the services is high for example transport department where obtaining a driving license would involve photography, driving test etc. Such services cannot be provided through the common service centers.

7. ***In future Digital TVs***: Using this delivery channel customers may be able to request services and information through their TV sets. Since it is not relevant in the present Indian context, it has not been discussed in detail. However, it is essential for the policy makers to note that such a delivery exists for future.

In order to progressively shift from the department service channels to the other channels mentioned above it is imperative that the Government of Rajasthan actively promotes these alternate channels for service delivery. This would involve providing incentives for demanding and availing services through these channels. A review of channel shift strategies across the private and public sectors reveals that incentives appear to fall into five broad categories:

- **Financial Incentives:** These may include direct financial incentives, or payment flexibility. One of the examples is Denmark, where the Government offers rewards for e-filing for Small and Medium Enterprises – some £2-5.
- **Time Savings:** A key area of benefit, both to government and its customers, is packaging up services to save time. Time saving is an important indicator for promoting usage of on-line government services. For businesses in particular, freeing up organizational capacity is a major potential benefit, creating space for improved productivity. In the US, tax refunds are given in 2 weeks if the return is filed electronically, versus 4-6 weeks for paper returns. In Australia, processing of an electronic return takes some 2 weeks, and tax practitioners are given an extra month as incentive to adopt e-filing

- **Adding value through information and expertise:** Governments need to focus on 'pulling' customers to more efficient channels by making their information more useful and attractive.
- **Possible compulsion for channel shift:** Government has the option of implementing compulsory channel shift, focusing initially on the more sophisticated audiences of business and intermediaries. One of the ways of compelling the users for channel shift is to offer some services exclusively through the electronic channels.

Given below are our recommendations regarding the introduction and phasing of different channels and the rationale for the same:

Phase	Recommended actions	Rationale
I- Establish Primary Channels	In the first year of the E-Government program, we believe that Government of Rajasthan should focus on the following. – The state must enhance the government portal www.rajasthan.gov.in to a single point entry portal with standardized interface where all the departments can publish the information and provide services to the citizens and businesses. Moreover, the structure of the portal should be such that the citizens are able to avail the services even if they don't know the department which provides that service. – Pursue CSC's aggressively by strengthening the eMitra project. 10,000 CSC's (number not authenticated) proposed by Govt. of India in Rajasthan will further enhance this channel of service delivery. – Focus on the basic and essential capabilities and features of each of the above channels – Set-up and refine the administration and management processes of the channels. – Improve the quality and number of services available through existing delivery channels	– – A portal can offer one stop shop for all the citizens queries and services thereby projecting one single face of the government – The Internet, CSC's and the kiosk can be used as the delivery channels for the dissemination of information. CSC's and kiosks will circumvent the problem of low IT penetration and may act as a vehicle for faster and economical delivery of informational services while also providing employment opportunities. – eMitra centers have already been a resounding success. So, the case for CSC's is strong. – As the CSC's are based on PPP model, there is minimal outgo of funds from the Government and the only investment required is in back end computerization which will enforce the internet channel also. Moreover, The Citizen Service centers provide a good visibility impact, – The recommended channels would still support a limited access through Mobile Computing.

Phase	Recommended actions	Rationale
	– Use kiosks to provide services at places where the low volumes may make the establishment of CSC's unviable. – Establish a government call center	– The government has announced setting up of 1000 kiosks in Rajasthan for employment opportunities for the handicapped people. An implementation of this declaration could make the kiosks, the most pervasive service delivery vehicle. – Kiosks need lesser investment than a CSC; so at places where number of customers is low, kiosks are an ideal channel for service delivery. – The tele density in Rajasthan in about 10 per 100 people and is increasing at a frantic pace. Moreover, PCO's allow people who don't have phones to access this channel. So, this channel is likely to be the most inclusive and convenient channel for services such as procedural information, status tracking, grievances etc.
Provide Extended Reach	In the following 2 years we believe that Government of Rajasthan should: – Integrate the existing Internet and Call Center channel to maximize efficiency and effectiveness. e.g. the citizens should be able to request a service through the call center and track its progress through the portal. – Extend its reach by further increasing the network of Citizen Service centers across the State. – Extend the services of the kiosk to include the interactive services. – Extend its reach by amending the existing channels with Mobile Computing capabilities. – Focus on shifting the majority of its work load from the traditional channel(s) (e.g. 'department delivery channels) into E-	– By the end of the first phase, Government would have established a large E-Government customer base, especially among businesses and computer- literate customers. – Government of Rajasthan would then be challenged to expand its customer base by reaching out to other customer segments. Specifically, those customers who do not have a ready and easy access to the Internet, either due to financial limitations or lack of computer knowledge.

Phase	Recommended actions	Rationale
	Government. – Use the existing channels (e.g. citizen service center) for marketing and advertising the new channels (e.g. mobile computing).	
Establish Secondary Channels	After the successful roll-out of the second phase of the delivery channels, Government of Rajasthan must : – Focus on monitoring the overall performance of the various channels in terms of utilization, operational overhead, revenues, etc. – The Government in this phase may ponder over the introduction of Digital TV as the new delivery channel.	– As Indian economy keeps up with its impressive performance, it is envisaged that in 3-5 years time, installed base of digital TV's will make service delivery through this channel a viable option.

Table 7: Phasing of Access Channels

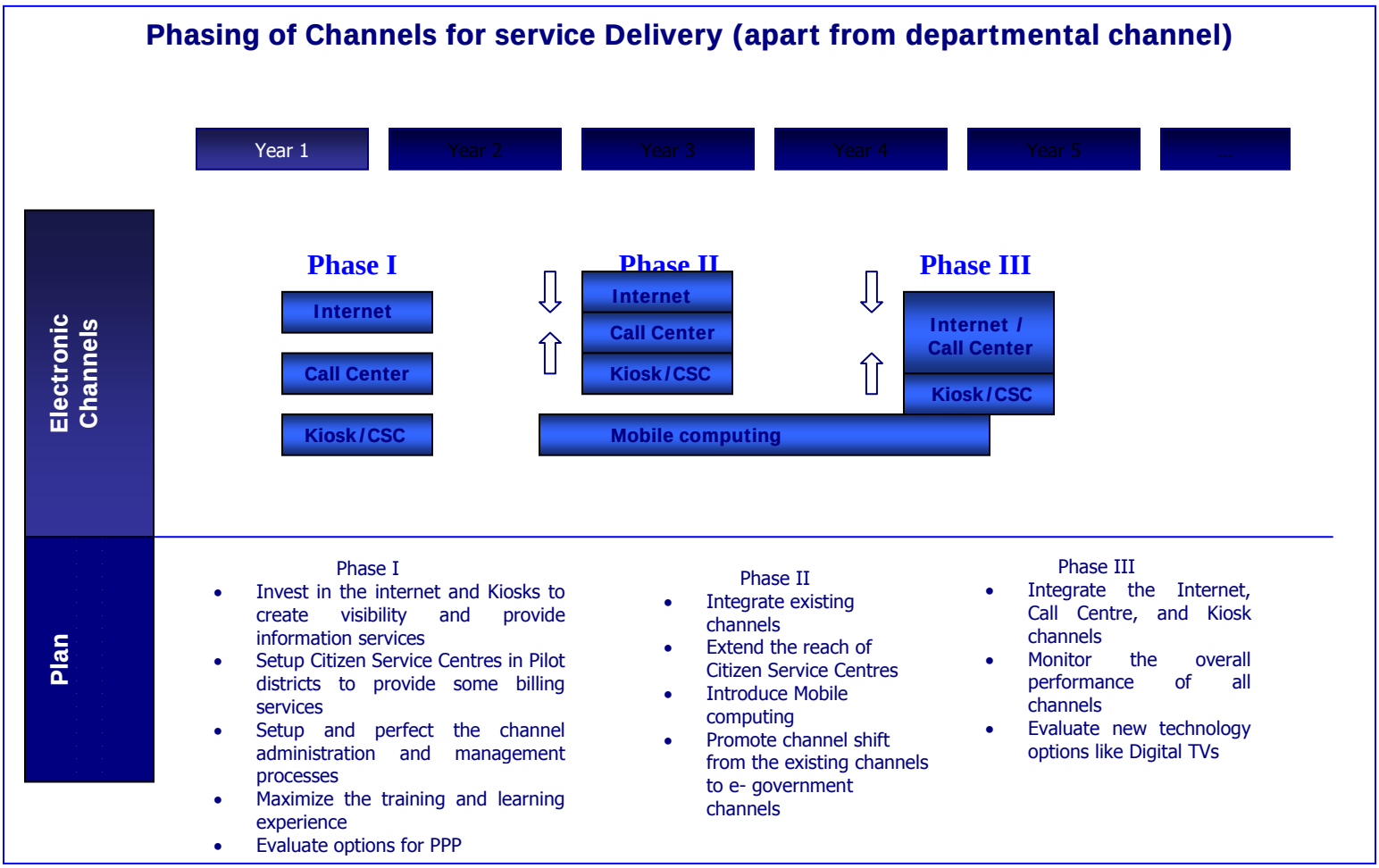

Fig. 7: Phasing of Channels for Service Delivery

III.4. Performance Measures

Once the E-Governance strategy and vision are identified, performance measures provide a valuable tool to track the progress of the E-Government implementation efforts. The success and continuity of the E-Government initiatives requires Government of Rajasthan to establish and maintain an operational framework of three key performance measures:

1. ***Progress Tracking Measures*** to assess the progress achieved in using e-Governance to transform operations and service delivery capability of Government of Rajasthan operations. The following quantitative metrics should be monitored:
   - Percentage of customers of each type using E-Government services;
   - Percentage of departmental services transformed into E-Government;
   - Percentage of departmental service information published over e-gov portal;
   - Percentage of transactions of each service executed electronically (including forms entry and enquiry)

2. ***Customer Value Measures*** to assess the advantages and benefits gained by Government of Rajasthan's customers through implementation of this roadmap. The following quantitative metrics should be monitored:
   - Reduction in number of visits to department premise for each service;
   - Reduction in number of documents required for submission for each service;
   - Reduction in time and effort required to request a service;
   - Reduction in time and effort required to track pending transactions for each service;
   - Reduction in time and effort required to acquire a service;
   - Reduction in time and effort required to file in and follow-up on complaints and suggestions;
   - Reduction in time and effort required to obtain information for each service;

3. ***Department value Measures*** to assess the advantages that have accrued to the government departments by provisioning of services and consolidation of their operations. Following metrics should be measured:
   - Reduction in service cost (i.e. average cost of processing a transaction);
   - Percentage of increase in revenue for each service;
   - Number of new E-Government enabled revenue streams for each service;

- Total E-Government-enabled revenues achieved; and
- Total number of transactions executed per staff over a period of time (including application processing and enquiry).

Moreover with the year (2006-07) being earmarked as the consolidation year by both the Govt. of Rajasthan and GoI, this part of the strategy closely aligns with the goals set by both the state government and the GoI.

	Category of Service	Illustrative service levels
Information	Information Availability / Dissemination	Online service points Updated at least every 7 days Changes uploaded with 1 working day
	Availability of forms	!00% forms available Online and through service centers Changes updated within 1 working day
	Submission of Application	Online and through service centers Changes updated within 1 working day
Delivery of Services	Transaction (without the requirement of verification)	Online, through payment gateway not more than 1 working day through banks / Service centers
	Transactions (requiring the verification of documents and / or personal interface)	Through service centers < 5 days
	Transactions (requiring filed visits and /or personal interface)	Through service centers < 10 days
Service Centers	Service Centers / Departmental or third party	Online connectivity (web based) 99.99% uptime Urban Areas, within 5-10 sq. km

		Services inside 15 min
Monitoring	Tracking of application / Grievance Redressal System (including Right to Information)	Online instant acknowledgement / reference number Response time < 1 working day Redressal of complaint < 7working days Monitoring Module

Table 8: Illustrative service levels

IV E-GOVERNANCE ROAD MAP

IV.1. e-Governance Blueprint

The following figure depicts the e-Governance blueprint for the state of Rajasthan:

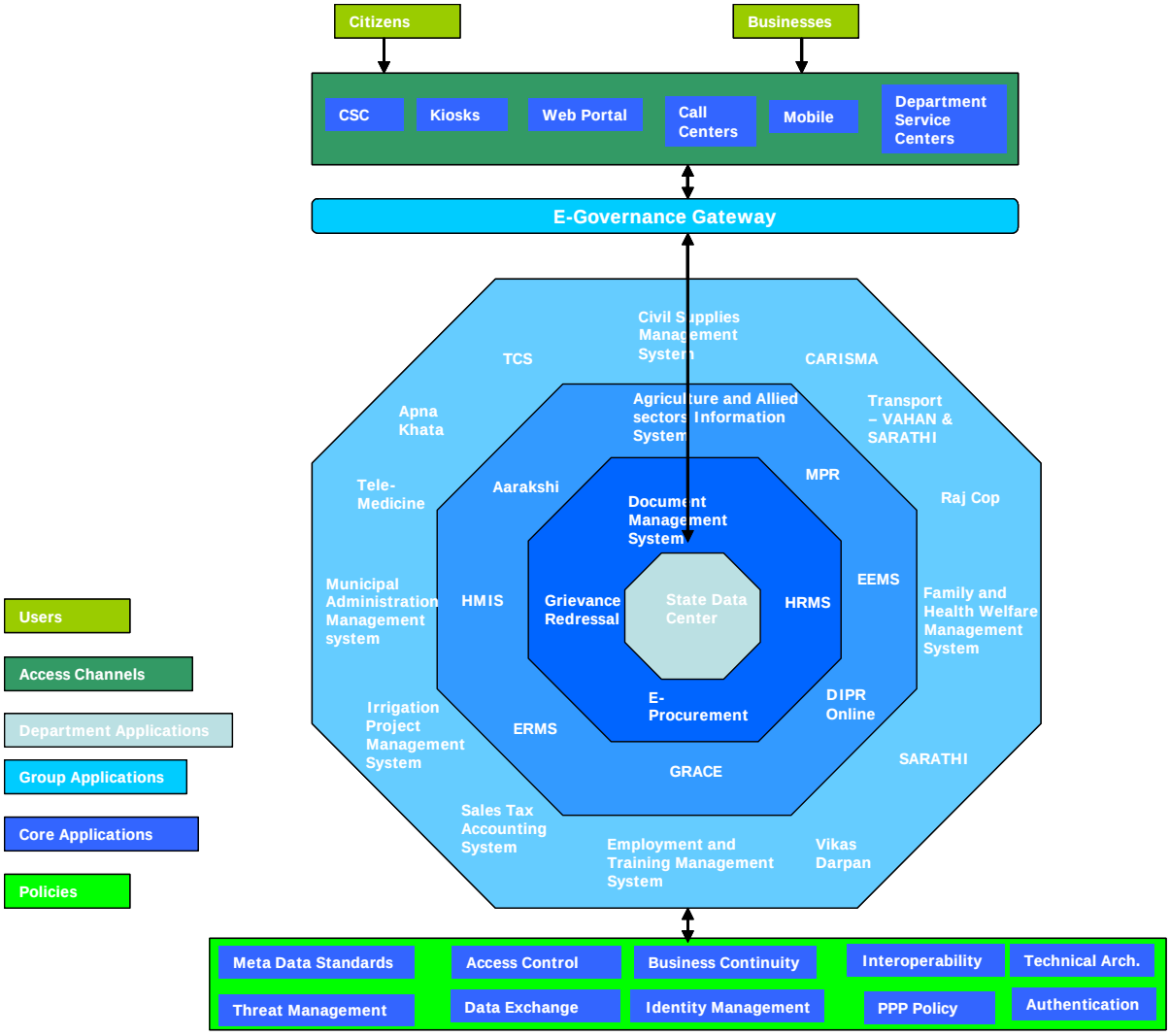

Fig. 8: e-Governance Blueprint for Rajasthan

IV.2. Action Plan

The following outcomes should result from the implementation of the strategy enunciated in the last chapter:

- Increased customer focus through on-line service delivery and provision of credible and reliable information leading to satisfaction and convenience for all stakeholders
- Integration of government departments and consolidation of back office operations leading to integration and Efficiency for the Government of Rajasthan

Characteristic	Target 2006	Target 2007	Target 2008	Target 2010
Convenience and Satisfaction *Services provided anytime, anyhow, anywhere*	• People will be able to find details of government services on the Internet. • Downloadable forms and procedures for all services in phase 1 to be made available online • Grievance Redressal system for most departments and services.	• All the 129 services under Phase 1 will be fully or partially delivered electronically (where appropriate). • At least some of the services under Phase 2 will be fully or partially delivered through service centers (Common or department). • The departments will have redesigned the way they deliver services – traditional channels may be used less, in favor of the Internet which will reach most citizens, and often be more	• All the services under Phase 1 and 2 will be fully or partially delivered electronically (where appropriate). • At least some of the services under Phase 3 and 4 will be fully or partially delivered through service centers (Common or department). • Service delivery will be more proactive. People will allow departments to use information they hold to 'push' services out to them (e.g. reminding	• All the services under the 4 Phases will be fully or partially delivered electronically (where appropriate).

		convenient for them.	people to meet an obligation, the citizens will get reminders through SMS, email regarding the bill/taxes payments).	
Integration and Efficiency *Services that are integrated, customer-centric and efficient*	• The customer feedback mechanism will have been established. • The departments which have already started off the respective e-Governance initiative before 2005 would have implemented it in at-least one location. • The participating departments will have their Detailed Project Reports ready. • Policies on Data Sharing, Identity management, Technology standards and architecture and PPP will be in place.	• The participating departments will have started the e-Governance initiatives that they are responsible for. • The departments which started off the respective e-Governance initiatives before 2005 would have rolled out the initiatives throughout the state. • Policies on Information assurance and Outsourcing will be in place.	• Front-office integration will be well developed – many services will have been redesigned and bundled together in ways that meet customers' needs better.	• The back office of government will be widely shared – there will be much less investment in department or service-specific technical, information, and business process infrastructures. Better value for money will be achieved.

Table 9: Action Plan

V. IMPLEMENTATION

The sheer magnitude of successfully implementing the e-Governance Roadmap detailed in this report makes it imperative to establish an unambiguous institutional structure evaluate, monitor and guide the implementation process. The enterprise wide holistic approach to this initiative makes it mandatory to establish a forum where the key functionaries of the government may look at the big picture through the prism of their experience and understanding before major decisions are taken. In this light, this section presents the suggested institutional structure and the roles and responsibilities of the various constituents.

V.1. Institutional Structure

This section documents the roles and responsibilities for key players and stakeholders. Implementation of the e-government strategy will require innovative leadership throughout the public sector. There is a need for strong central direction while recognizing regional and local diversity. This section discusses the broad framework, roles and responsibilities of the various institutions set-up for the purpose of supporting the planning and implementation of various e-Governance initiatives.

The guidelines issued by department of information technology for capacity building and institutional framework for e-Governance under NeGP (detailed in Annexure 4) have been used as a reference guide in finalizing the institutional structure for e-Governance in Rajasthan while taking cognizance of the already established institutional framework in Rajasthan.

The proposed institutional structure for state of Rajasthan to implement and execute e-Governance projects, and effectively build capacity is detailed below.

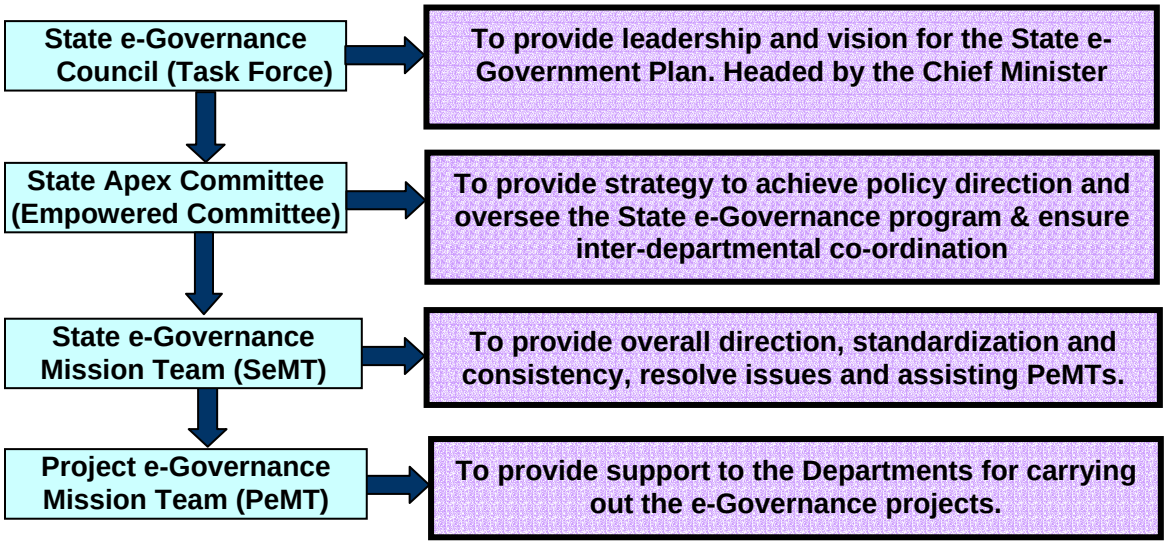
State e-Governance Council (Task Force)
To provide leadership and vision for the State e-Government Plan. Headed by the Chief Minister
State Apex Committee (Empowered Committee)
To provide strategy to achieve policy direction and oversee the State e-Governance program & ensure inter-departmental co-ordination
State e-Governance Mission Team (SeMT)
To provide overall direction, standardization and consistency, resolve issues and assisting PeMTs.
Project e-Governance Mission Team (PeMT)
To provide support to the Departments for carrying out the e-Governance projects.

Fig. 9: Institutional Structure for Rajasthan to implement the e-Government Roadmap

- A task force headed by the Honorable Chief Minister has been set up as the senior advisory group—the **State e-Governance Council or Apex Council.** The main aim of the task force is to provide leadership and advice on strategic and governance issues related to ICT. The task force has the following distinguished members:
    - Chief Minister (Chairperson)
    - Chief Secretary
    - Principal Secretary Finance (or his nominee)
    - Principal Secretary Industries (or his nominee)
    - Mr. N.R.Narayan Murthy
    - Mr. Kiran Karnik
    - Mr. Rajendra Pawar
    - Mr. J. Chandershekhar, Joint Secretary, MIT, GoI
    - Dr. Ashok Jhunjunwala
    - Secretary, IT&C (Convener)\

- A **State Level Apex Committee** known as Empowered Committee headed by the Chief Secretary has been constituted to provide Administrative and Financial approvals and overall supervision for the ongoing activities in conformance with the NeGP guidelines. This committee consists of the following members:
    - Chief Secretary (Chairman)
    - Principal Secretary Finance (or his nominee)
    - Secretary, IT&C
    - Secretary, Planning
    - Secretaries from the related departments
    - 2 nominees from imminent educational institutes nominated by Secretary, IT&C
    - Director, Do IT&C
- The **State e-Governance Mission Team (SeMT)** would essentially be the Technical Secretariat supported by dedicated programme coordination and monitoring unit for the State e-Governance Council in implementing the envisaged initiatives. Head of SeMT would be responsible for appraising all departmental projects before approval of the State Apex Committee to ensure that they are in line

with the various requirements (core policies) of the State with respect to e-Governance Project design and implementation.

SeMT presently has the following members:

- Secretary, IT&C
- Principal Secretary Finance (or his nominee)
- Principal Secretary/ Secretary from the related department
- Secretary, Planning
- Head of the Department of the related department
- Director, Do IT&C (Member Secretary)
- Technical experts nominated by Do IT&C
- Program monitoring and co-ordination staff

- The **Project e-Governance Mission Team (PeMT)** shall be formed at the departmental level, constituting the key senior officials of that department based on the domain expertise in their respective departments. The GoR already has a Technical committee which may work as the PeMT for a department with the inclusion of members of the respective departments. Departmental Project Implementation will be led by the **Chief Information Officer** who will be responsible for the design and implementation of departmental initiatives in the State, supported by the **Project e-Governance Mission Team (PeMT)**.

  PeMT for each department will have the following members:

  - Director, Do IT&C
  - 2 System Analysts
  - Head of the department of the related department
  - Chief Accounts officer
  - Analyst cum programmer deputed in the department
  - Technical experts nominated by Do IT&C

- **Department of Information Technology and Communications (DoIT & C)**, Government of Rajasthan, would be the coordinating department of the State for all the e-Governance initiatives in the State. It would provide support and guidance to departments implementing e-Governance projects. DoIT & C would be responsible for designing and implementing all core applications, infrastructure and policies for development of e-Governance in the State.

V.2. Roles and Responsibilities

Unit	Constituents	Key Role(s)	Key Activities
EGov Council *(proposed)*	Chaired by: • Chief Minister (Chairperson) Members: • Chief Secretary • Principal Secretary Finance (or his nominee) • Principal Secretary Industries (or his nominee) • Mr. N.R.Narayan Murthy • Mr. Kiran Karnik • Mr. Rajendra Pawar • Mr. J. Chandershekhar, Joint Secretary, MIT, GoI • Dr. Ashok Jhunjunwala • Secretary, IT&C (Convener)	• Setting up the IT strategy and plan to provide strategic direction for adoption and promotion of IT in the state of Rajasthan • Review the implementation of the plan on a periodic basis	• Setting the developmental priorities and policies to achieve them. • Clearance of major IT projects to be set-up in the state • Clearance of IT plans of government departments • Promote citizen centric projects in e-Governance
Apex Committee	Chaired by:	• Evaluation of the major IT projects	• Review the progress of major IT projects in the

Unit	Constituents	Key Role(s)	Key Activities
	• Chief Secretary Members • Principal Secretary Finance (or his nominee) • Secretary, IT&C • Secretary, Planning • Secretaries from the related departments • 2 nominees from imminent educational institutes nominated by Secretary, IT&C • Director, Do IT&C	• Implementation of the IT policy • Review the progress of implementation	state • Coordination with central government departments as required • Review of IT plans of Government Departments • Design of citizen-centric projects of e-governance • Promotion and development of IT infrastructure in the State • Evolve guidelines for cost-effective implementation of IT projects
State e-Governance Mission Team (SeMT)	• Secretary, IT&C • Principal Secretary Finance (or his nominee) • Principal Secretary/ Secretary from the related department • Secretary, Planning • Head of the	• Review of the project proposal prepared by the PeMT for adherence to the State e-Governance Roadmap under NeGP	• Review of the project proposal • Assistance with the preparation of project proposals, if required (prior to setting up of PeMT) • Technical Secretariat to the State Apex Committee • Development and implementation of the State Capacity Building Programme including

Unit	Constituents	Key Role(s)	Key Activities
	Department of the related department • Director, Do IT&C (Member Secretary) • Technical experts nominated by Do IT&C		finalization of the Training calendar and courses • Operational coordination with DIT, GoI on NEGP • Support implementation of policy, leadership and Institutional Development programme through DoIT • Financial management • Procurement and contract management under NeGP • Monitoring and Evaluation • Mobilizing funds • Knowledge and Project Management • Quality Assurance and Oversight
Project e-Governance Mission Team	• Director, Do IT&C • 2 System Analysts • Head of the department of the related department • Chief Accounts officer • Analyst cum programmer deputed in the department • 2 technical	• Project planning and execution • Identification and escalation of issues that impact the project delivery	• Finalization of the project plan • Finalization of the skill-set requirements and resources plan • Project Management • Finalization of the Job description and sources of hiring • Hiring and deployment of resources to PeMT

Unit	Constituents	Key Role(s)	Key Activities
	experts nominated by Do IT&C		
HCM-RIPA	• Headed by the Director	• Draft training policies for improving the skills and competencies of the work force • Strengthening the existing infrastructure facilities for conducting various training programs	• Design the state training policy • Design and conduct various training programs based on the needs • Facilitate establishment of training infrastructure at various locations
DoIT & C	• Headed by Director IT	• Nodal Department for spearheading e-Governance and IT in Rajasthan • Manages the state-wide Programme implementation through a dedicated unit	• Responsible for providing strategic direction for implementation of various e-Governance initiatives in the State • Nodal department of the State for the coordination of the National e-Governance Plan
RajComp	o Headed by Managing Director	o Consultancy and project implementation agency	• Managing outsourcing relationships with the vendors and suppliers • Implementation agency for Core Infrastructure and Core Applications

Table 10: Roles and Responsibilities Matrix

V.3. Processes and Policies

E-governance is often misunderstood as a euphemism for the computerization of government departments. On the contrary, e-Governance is less of technology but more about people, processes and cultural change. In order to successfully leverage the full benefits of e-Governance it is imperative to reform the archaic processes that not only increase the time and cost associated with service demand and delivery without adding any value but also raise the cost of compliance.

V.3.1. Processes

It is vital that the process redesign, i.e. the critical analysis and radical redesign of workflows and processes within and between governmental departments, is undertaken breakthrough improvements in performance are to be achieved. Once Government of Rajasthan has achieved the aim of providing the e-Governance enabled government to its customers, the state must take steps towards providing a transformational government. Some of the steps which may be undertaken to start the process for the transformational government are as given below:

- **Approach towards Shared Services -** Shared Services approach is needed to release efficiencies across the system and support more customer centric delivery. Shared services provide public service organizations with the opportunity to reduce waste and inefficiency by re-using assets and sharing investments with others. Particular attention Payroll, Audit, Vehicle Management, Facilities Management, Secretarial services, office supplies procurement etc. where standard systems and processes is likely to achieve efficiency gains across the whole government.

- **Integrated Services:** The government structure must be ultimately centered on a customer centric life-cycle approach. The Government Process reengineering provides the improvement in service delivery but to the total government transformation, it may be essential to study the various services provided by different departments and group the similar services under one umbrella. Common technology must be leveraged to enable joined-up government. For e.g. : Registration of Property transaction must lead to mutations in the Land Records or Property Tax register, or Building plan approval must lead to the generation of the electricity/water connection application. The applicant must only make the necessary payments and provide specific information on self –guiding screens on web or kiosks.

V.3.2. Policies

The importance of policies and frameworks to strategize and strengthen e-Governance initiatives can not be underestimated. Various e-Governance models should be explored and an iterative process that leverages the participation of the multifarious stakeholders should be followed. The policies should be designed to build upon the strengths of existing platforms of governance while learning from and improving upon the mistakes. A plausible framework for drafting policies and architecting frameworks to manage the transition to e-Governance needs to be developed.

The following table lists the various policies that should be drafted for the effective implementation of the e-Governance Roadmap:

S. No.	Policy	Description
Security		
1.	**Access Control**	An access control policy for the information must be developed to create user trust in the system and prevent misuse of information. The rights of the users have to be defined for access, modifying and sharing the information in the system.
2.	**Threat Management**	Assess threat and vulnerability levels must be accessed. Threat is defined as the likelihood that an incident will occur. Vulnerability is defined as the extent to which the organization is affected if the threat materializes. Mapping these risks to the service layers provides a clear picture of where vulnerabilities exist, as well as the impact of threats.
3.	**Disaster Recovery**	Pervasive use of IT warrants immaculate Disaster Recovery planning and preparation to ensure that critical services and delivery functions and activities will continue in the event of disasters such as earthquakes, severe storms, flooding or man made disasters (bombings, arson and sabotage).
4.	**Business Continuity**	Business Continuity plans should be developed and kept up-to-date for all applications, data and equipment to ensure that critical systems and data are recovered within a defined and agreed time scale, in the event of an interruption or degradation of service. This would help to prevent loss of data, delay in service, loss of credibility and embarrassment to the Government. This policy defines the requirements for the continuity plan. The

		policy also addresses the requirements for data backup and recovery, which are a subset of the continuity plan and support the plan by providing guidelines for maintenance of data and backups. The policy consists of the following sections: ▪ Continuity Planning ▪ Backup and Recovery Procedures
5.	**Authentication Policy**	The e-Government Strategy aims to deliver better services. Central to the effective adoption of e-government by the population at large is the development of trust in the processes. Authentication is central to establishing trust. Without a robust and trusted online authentication system, uptake will be limited and the aims of e-government will not be achieved. It is essential that the authentication framework policy and guidelines are framed to establish a common approach to authentication for government departments, agencies and the wider public sector.
6.	**PKI**	Public Key Infrastructure (PKI) involves increasing levels of security from the capabilities of secure socket layer (SSL) to encryption, to authentication, to digital signatures (from non-binding to legally binding). The technical and administrative infrastructures and associated costs increase with each level of sophistication. As the state matures along the e-governance enablement path, the increasing number of applications and services offered over internet will warrant the establishment of statewide PKI that may be used by department applications requiring authentication, digital signature, confidentiality, and access control. The departments will have to review the levels of security for the transactions as it may be cost prohibitive to implement PKI across the department transactions.
7.	**Identity Management**	Government of Rajasthan must create a holistic approach to identity management to enable the public and private sectors to manage risk. The identity management policy must clearly create rational structure for creation of a state identity register or a single identity number for the citizen and business.
Information Management		
8.	**Data Digitization Policy**	Data digitization of existing data and records on paper is a highly time consuming and costly exercise. It is essential that prior to undertaking the digitization activity, the government clearly articulates a policy on data digitization covering:

		a. Identification of data which need to be digitized b. Process for digitization and verification of data c. Financial cost sharing of the digitization, between the department, State government and the customers.
9.	**Meta-data Standards**	The way to describe or define data is through metadata. Metadata is "information about data." Metadata is stored in a repository containing detailed descriptions about each data element. One of the obstacles for sharing data across the department and systems is that the data definitions implemented in databases may not be consistent. Data definitions are determined during the data-modeling phase, which occurs early in the application development lifecycle. This requires • The definition and adoption of standards for data entities that are common across the government e.g. citizen name and address, must be published in the interoperability framework and their adoption should be monitored • Definition and adoption of same meanings for common data descriptions, so that information accessed by public servants or the public can be understood and used unambiguously and objectively.
10.	**Privacy Management**	Data sharing is integral to transforming services and reducing administrative burdens on citizens and businesses. But privacy rights and public trust must be retained.
11.	**Data Exchange**	The data exchange standards and the formats for data exchange need to be established.
IT Management		
12.	**Technical Architecture Policy**	The technical architecture for the entire state should be in line with the e-Governance strategy. This will facilitate to leverage common infrastructure, implement standards, security etc. Once the architecture is finalized, it must be ensured that all the initiatives conform to the state IT architecture.
13.	**Database Design**	Policy guidelines for database design should be prepared to ensure scalability, performance etc. Data digitization being the key activity across departments, guidelines on database design would contribute to the initiatives.

14.	**Interoperability**	There are a variety of technology products available in the market. To avoid getting locked-in to a set of vendors, the government should aim at leveraging on the market dynamics and bargaining power. Ensuring interoperability in all its products is a key requirement in this direction.
Public Private Partnership		
15.	**PPP Policy**	The state government needs to formulate a policy on the Public Private Partnership so that the government may focus more on regulatory functions and implementation of welfare schemes while other activities are outsourced to the private sector so that the technology adoption is faster and efficiencies of private sector may be introduced in the public sector too. The following are some of the illustrative areas, which should from a part of the policy: ▪ Criteria for outsourcing Services/Activities/processes ▪ Selection guidelines for private patners ▪ Incentives for the Private partner ▪ Capital investment sharing model ▪ Revenue sharing models

Table 11: Policies for e-Governance Roadmap implementation

V.4. Next Steps

In order to implement the e-Governance Roadmap, the state of Rajasthan will be required to undertake the following activities over the next six months to 1 year:

Sl No.	Activity	Responsibility	Action Required	Time Frame from zero date
1	Finalization of the e-Gov roadmap	State Apex Council	Formal approval of the roadmap contained in this document	15 days
2	Capacity Building and creation of positions within the SeMT	State Apex Council	Approve the budget plan and submit to DIT, GoI for meeting the funding requirement for hiring of resources in SeMT as detailed in the capacity building report	2 Months
3	Preparation of detailed financial management and control systems at the SeMT for programme and fund management under NeGP	State Apex Council and DoIT & C	Detailed operating and monitoring procedures to be prepared, documented and approved	2 Months
4	Finalization of the policy level initiatives especially data protection & privacy policy, PPP policy and technology standards	DoIT & C and SeMT	Constitute an expert committee / consultants to finalize these after consultations with the Line departments	3 months
5	Preparation of detailed guidance notes on areas such as project report preparation, PPP, risk assessment, technology evaluation etc., which can be used by the departments for implementing the various planned e-Governance	DoIT & C and SeMT	SeMT to initiate the discussion draft for finalization by the Apex Council	3 months after the capacity at SeMT has been created

Sl No.	Activity	Responsibility	Action Required	Time Frame from zero date
	initiatives			
6	Development of detailed project report for core applications, core infrastructure and the departmental applications	DoIT & C and SeMT	SeMT to support through project management and appointment of external agencies to support this development	6 months after the capacity at SeMT has been created
7	Finalization of the Monitoring and Evaluation Plan and Appointment of an independent M&E agency for continuous impact assessment	DoIT & C and State Apex Council	Finalization of the M&E Plan	8 Months

Table 12: Action points for e-Governance Roadmap implementation

VI Annexures

VI.1. Annexure 1 – List of participating departments

The list of 40 departments that participated for the development of the e-Governance Roadmap for Rajasthan is as follows:

1. Agriculture
2. Animal Husbandry
3. Commercial Taxes
4. Cooperatives
5. Election
6. Employment department
7. Excise
8. Finance
9. Food and civil supplies
10. Forest
11. Higher Education
12. Information Technology
13. Industries
14. Irrigation
15. Information and Public Relations
16. Jaipur Development Authority
17. Labour
18. Local Self Government
19. Medical and Health
20. Mines
21. Panchayati Raj
22. Personnel
23. PHED
24. Planning
25. Police
26. Primary Education and Sanskrit
27. PWD
28. Power
29. Revenue
30. Registration and Stamps
31. Rural development
32. Settlement department
33. Social Welfare
34. State Agricultural Marketing Board
35. Technical Education
36. Transport
37. Treasury
38. Tourism
39. Urban Development and Housing
40. Women and Child Development

VI.2. Annexure 2 – Current e-Governance initiatives

S.No.	Name of the initiative	Description	Status/Reach/Other Details
Department of Information Technology & Communications			
1.	e-Mitra	Unified e-services platform providing hassle free one-stop solution to the citizens.	Currently 50 kiosks in Jaipur, 10 in Alwar and 9 in Bikaner are operational. As part of this initiative, ***e-Sevak*** - the automatic touch screen machine has been installed at 3 places in Jaipur. ATM's of SBI/SBBJ in Jaipur also provide ***e-Mitra*** services.
2.	State Data Centre	Core of the State level information infrastructure, which in turn would integrate geographically, distributed data depositaries.	Site preparation completed and all critical equipments are up and functioning. Only few departments have been connected to SDC currently and others will be linked in near future.
3.	SecLAN	It would facilitate vertical and horizontal integration of departmental data & services across the Secretariat Campus.	Hardware procurement has been done and 31 government buildings in Jaipur covered under MAN are being connected via 2 Mbps Internet lease line.
4.	RSWAN	Backbone network for data, video and voice communications throughout the State.	Under implementation
5.	e-Procurement	Automate the procurement and purchase procedures of the State government starting from demand aggregation to procurement and fulfilment of e-Procurement system. The	Has been implemented by few departments.

		system aims to bring about greater transparency in government processes, particularly those related to procurement activities.	
6.	Raj Darpan	Portal for the state of Rajasthan for providing all government related information and transaction services online to both citizens and businesses.	
7.	CMIS	Chief Minister Information System aims to keep Hon'ble Chief Minister and Senior Officers abreast with the latest information and current status of all the matters related to CM's Office	An integrated network enabled computerized system has been developed and implemented.
Commercial Taxes Department			
8.	Sales Tax Accounting System	Automation of services such as registration and issuance of RC to dealers, compliance of returns, monitoring of declaration forms, maintenance of RCR etc.	Successfully implemented at all the 11 zonal headquarters & 56 regular circles and 29 independent headquarters.
9.	Border Check post Document Management System (BCDMS)	Automation of check posts to check tax evasion	Data Entry of collected documents and transmission of data through internet from 50 border check-posts being done regularly on the server installed at Jaipur HQ.
10.	TINXSYS	To allow the dealer status verification from any where in the country by anyone	Nationwide initiative of the Department of Income Tax. Partly implemented.

Excise Department			
11.	RSED Online	To facilitate usage of on-line applications forms and check lists for different kind of licenses, department's information, publishing of Tender notices etc.	Web based system linking Excise Department's HQ & 32 District Offices operationalized. 80% of the documents are generated online from 50 offices of the department.
Revenue Department			
12.	Apna Khata	Computerization of land records thus ensuring easy availability of authentic land records copies to land holders/ farmers.	Computerized RoR copies being given to land owners (farmers) in each of the 241 tehsils. Presently 501 Cyber cafes (394 in rural and 107 in urban areas) have also been authorized to issue RoR
13.	Mutation Updation Workflow Project	To facilitate Online mutation process	Being implemented in Ramgarh tehsil of Jaipur as a pilot project.
Registration and Stamps Department			
14.	RajCrest	Computerized registration system which provides registration of documents in one day.	Operational since Jan 2002 at 269 Sub Registrar Offices.
15.	Sarathi	Enhancement of RajCrest to provide ***'Anywhere Registration'*** facility to the citizens of the state.	Being run as a pilot project in Jaipur district covering 11 SROs and would be implemented in the entire state shortly.
Medical, Health and Family Welfare Department			
16.	HMIS	Computerization project for registration of Indoor & Outdoor patients, enquiry and Central Cash Collection Service	Successfully implemented in 11 district hospitals since 1999 when it was first implemented at SMS Hospital Jaipur.
17.	HEALING	Integrated health information system which enables the	Implemented in all the 32 districts.

		department in effective and efficient delivery of health services by providing online monitoring mechanism.	
18.	Swasthya Mitra	For extending specialized health care services to far flung areas of the state a telemedicine network is being set up in the state in collaboration with ISRO	Under implementation.
Police Department			
19.	Aarakshi	Intranet based system that enables online sharing of crime & criminal databases, communications and monitoring along with Online FIR facility for the citizens.	Software has been deployed in Offices of Police Department and Police Stations of Jaipur City. This system would be replicated in all 32 districts.
20.	CIPA	Initiative of Govt. of India to computerize all the Police Stations of the state.	Under implementation where in Phase I 103 police stations are being covered whereas in Phase II 213 police stations would be computerized.
21.	Intel Cop	To keep records of various activities under different sections such as: Communal Section, Political and miscellaneous section, Passport Verification, Card Index, Coordination section, Student Activities, Border Management System etc.	Implemented.
22.	Polnet	Initiative of Govt. of India wherein the Police Stations are to be connected to the HQs.	Because of low bandwidth of connectivity Polnet is good only for voice communication and not for

			data communication.
23.	Raj Cop	Basically an e-office of Rajasthan Police which keeps track of the key activities of the district and state HQs.	First version of this software was released recently.
24.	Smart Cop	Intranet based messaging system for police telecommunication department.	Implemented state wide in all police stations with wireless facility.
Directorate of Treasuries and Accounts			
25.	Data Depository System	Computerization of salary related details of every employee of the government and reconciliation of any matter related to it.	Implemented in all the 38 treasuries and the department plans to cover all the sub treasuries in the next phase when Pay bill Computerized System is introduced there.
26.	DTA Compilation System (DCS)	For compilation and generation of reports which needs to be sent to the Finance Department	Running at the DTA.
27.	Pay Bill Computerized System (PCS)	Software has been developed for Drawing and Disbursing Officers (DDOs) who prepare salaries for the government employees of the state.	Implemented at the Treasury level in 10000 DDO offices in the first phase. Remaining 8000 DDO offices would be covered in the second phase.
28.	Treasury Computerized System (TCS)	Integration of the data that is received from Sub Treasuries in electronic form at the Treasury level.	Implemented in all the 38 treasuries.
Finance Department			
29.	Budget Preparation & Monitoring	Keeps record of various Budget allotments made, its expenditure etc.	Running in the department.
Rural Development Department			
30.	Data	To track the progress of	Implemented at the Head Office.

	Management System	different initiatives, monitoring of financial schemes etc.	
31.	Rural Portal	For sending monthly reports from different districts directly to GoI.	Running successfully in all the 32 districts.
Panchayati Raj Department			
32.	CARISMA	Digital connectivity for need based agriculture solutions, communication, healthcare, governance and other services for improving the quality of life in rural areas.	First phase under implementation where 1100 gram panchayats would be covered.
Directorate of Agriculture			
33.	Budget Allotment and Reconciliation	Maintains record of the various budget allotments and used for reconciliation	Running successfully at the Directorate.
34.	MPR	Monitors the financial and physical progress of various schemes being implemented in the state.	Running successfully at the Directorate.
35.	Statistical Report Generation	Generates various statistical reports related to crop sowing, their production & productivity, rainfall and crop position etc.	Running successfully at the Directorate.
Planning Department			
36.	Plan Monitoring System	Monitors the programs and schemes related to annual plans.	Running at the department
Election Department			
37.	Electoral Rolls Management Software (ERMS)	To manage the Electoral Rolls and Electoral Photo Identity Card of the voters of Rajasthan state	Software being installed at the District Election centres.

Education department			
38.	CALP	Under this program 187 schools (Upper Primary School) have already been provided with 3 computers each.	Another 250 schools would be covered by the end of March '06.
39.	DIET	Under this project ICT labs are being set up for training the teachers.	Project is expected to be completed by the end of March '06
40.	GRACE	130 girl schools (Secondary and Senior Secondary) to be covered under this project where 3-10 computers would be provided to each of these schools depending on the strength of the students.	Being implemented
41.	MIS	For maintaining the personal data of the employees which ensures accurate and timely information about postings and other details.	Implemented all across the state in all the DEO offices.
Directorate of Information & Public Relations			
42.	DIPR Online	Intranet / Internet system for transmission of information between DIPR District Offices and Head Office with two separate domains i.e. Public and DIPR.	Has been implemented.
Election Department			

43.	Electoral Rolls Management Software (ERMS)	ERMS is being used to manage the Electoral Rolls and Electoral Photo Identity Card (EPIC) of the voters of Rajasthan State.	Being installed at the District Election Centres.
Rajasthan Housing Board			
44.	RHB Online	Provides online services such as receipts of deposits made by the allottees, complete account of allottees, Defaulter notices, Issue of NDC and Regularization, Information of the colonies developed by Housing Board in Rajasthan etc.	Operational at each Circle Office of the Board.
Land and Building Tax Department			
45.	LBTD online	Provides online services such as First assessment detail, addition / alteration detail of the Property, reassessment Detail, Demand Detail. Revision in Demand, Tax Payment Detail.	Implemented at Assistant Director Offices of Jaipur, Ajmer, Bikaner and Jodhpur Zones.
Transport Department			
46.	Driver's & Learner's License	Online issuance of licenses.	Operational at RTO offices of Jaipur, Jodhpur & Sikar.
47.	Registration	Automation of registration process of vehicles.	Operational at RTO offices of Jaipur, Jodhpur & Sikar.
48.	SMART card	A smart card having the information related to registration, tax, permit, challan, fitness of the vehicle and driving license.	Under process and would be operationalized through BOOT model.
Rajasthan State Roadways Transport Corporation			

49.	MIS	Various service modules such as monitoring of compliance monitoring system, monitoring of laboratory section, library section, legal section, personnel and payroll section, financial accounting system etc.	Implemented
50.	RSRTC Online	Intranet based roadways ticket booking system for deluxe and express buses in Jaipur city through kiosks.	Operational for the last three years and roadways ticket reservations being made through 30-35 kiosks in Jaipur.
Public Works Department			
51.	Works Monitoring System	Web enabled application software for online works monitoring of PMGSY scheme.	Operational
Directorate of Employment and Training			
52.	EEMS	Online registration of unemployed youth and regular updation	Operational
Higher Education Department			
53.	College Assessment System	Application for assessment of different colleges of the state.	Running on DOS and would be upgraded to GUI (Window/Web) based application.
54.	College Statistics System	Automation of all statistical details related to colleges.	Running on DOS and would be upgraded to GUI (Window/Web) based application.
55.	PIS	Automation of the database of employees.	Running on DOS and would be upgraded to GUI (Window/Web) based application.
56.	UGC Grants Monitoring System	Monitors all the grants provided by UGC.	Running on DOS and would be upgraded to GUI (Window/Web) based application.
Technical Education Department			

57.	Budget Expenditure System	Monitors the monthly expenditures of various Institutions.	Operational
58.	Central Admission System	Used in Centralized Admissions for RPTE and Polytechnic students for immediate seat allocation information.	Operational
59.	Library Management System	Automation of works related to Library section	Operational
60.	PIS	Maintains all the details pertaining to the employees of the dept. such as sanctioned posts, vacancies in the dept., institute/ designation wise staff position, qualification of staff and many more.	Operational
61.	SIS	Automation of students database	Operational
Social Welfare Department			
62.	PEMS	Expenditure Monitoring System	Operational
63.	Scholarship Management System	Automation of work related to Scholarship	In developing stage.

Table 13: List of e-Governance Initiatives

VI.3. Annexure 3 – Prioritized list of Services

Group 2: High Criticality, Low Feasibility Services:

S.No.	Service	Delivery Channels	Department
1.	Issue of trade licenses	Web portal, CSC, Kiosks.	Municipal Administration
2.	Urban Assessment/ lease, Billing and Collection	Web portal, CSC, Kiosks.	Municipal Administration
3.	Monitoring the supply and quality of agricultural inputs like seeds, fertilizers, pesticides, irrigation water, and machinery and equipments, etc.	Web portal, CSC, Kiosks	Agriculture
4.	Soil Testing (Minor/Major nutrients)	Web portal, CSC, Kiosks	Agriculture
5.	Availability of resources such as cold storage, farm implements etc.	Web portal, CSC, Kiosks	Agriculture
6.	Application for old age/widow/handicap/helpless pension	Web portal, CSC, Kiosks	Panchayati Raj
7.	Issue of Residence/ Nativity certificate	Web portal, CSC, Kiosks	Panchayati Raj
8.	Partition/ Resurvey /Demarcation/ Conversion	Web portal, CSC, Kiosks	Settlement & Land Records
9.	Crop and Land Resource Statistics.	Web portal, CSC, Kiosks	Revenue and Land Records
10.	Issue of Title Deed.	Web portal, CSC, Kiosks	Revenue and Land Records
11.	Issue of land utilization certificate to the citizens.	Web portal, CSC, Kiosks	Revenue and Land Records
12.	Border Fixing	Web portal, CSC, Kiosks	Revenue and Land Records
13.	Application for certificate to avail pensions for widows and old people.	Web portal, CSC, Kiosks	Rural Development
14.	Application for loans.	Web portal, CSC, Kiosks	Rural Development
15.	Relief and rehabilitation activities.	Internal departmental Computerization	Rural Development
16.	Renewal of Visa.	Internal department	Police

S.No.	Service	Delivery Channels	Department
		computerization and interface with passport office.	
17.	Security of individuals / institutions.	Internal departmental Computerization	Police
18.	Recognition of schools, formulation of syllabi, granting of scholarships.	Internal departmental Computerization	Primary Education
19.	To provide training to teachers to impart quality education in the state.	Internal departmental Computerization	Primary Education
20.	To promote vocational efficiency and productivity.	Web portal, CSC, Kiosks	Primary Education
21.	Distribution of food grains under national program of nutritional support to all primary children.	Internal departmental Computerization	Primary Education
22.	Approval of correspondent ship to private aided colleges in the state.	Internal departmental Computerization	Higher Education
23.	Permission for private college establishment	Internal departmental Computerization	Higher Education
24.	Sponsoring the students of all polytechnics in the state for one year Apprenticeship Training programmes.	Internal departmental Computerization	Technical Education
25.	Organizing career Guidance Programmes.	Web portal, CSC, Kiosks	Technical Education
26.	Award of Scholarships.	Web portal, CSC, Kiosks	Technical Education
27.	Issue of certified copies of Assessment orders.	Web portal, CSC, Kiosks	Commercial Taxes
28.	Granting installments for tax arrears.	Web portal, CSC, Kiosks	Commercial Taxes
29.	Supervision of society accounts on a periodic basis	Internal departmental Computerization	Co-operatives
30.	Training to women entrepreneurs under household industries programme.	Internal departmental computerization; Applications through web portal, kiosks and CSC	Industries
31.	Composite loans under SFC scheme upto Rs 50000 by the DIC.	Internal departmental Computerization	Industries

S.No.	Service	Delivery Channels	Department
32.	Assistance for land in Industrial Areas as well as conversion from agricultural to industrial use.	Internal departmental computerization; Applications through web portal, kiosks and CSC	Industries
33.	Issue notifications, mining contracts, and certificates of approval.	Internal departmental computerization; Interface with departments like mining, revenue and forests required	Industries
34.	Issue of Medicare Relief Cards to people belonging to BPL category for free medical check ups and diagnosis.	Applications through web portal, kiosks and CSC	Medical, Health and Family Welfare
35.	To extend the financial assistance to NGOs to take up schemes of the department	Applications through web portal, kiosks and CSC	Women and Child Development
36.	To provide facilities for economic relief for women by giving special training in gainful trades and skills, employment for supplementing their family income	Applications through web portal, kiosks and CSC	Women and Child Development
37.	Implementation of Kishori Shakti Yojana, Balika Samrudhi Yojana to girls.	Internal departmental computerization; Applications through web portal, kiosks and CSC	Women and Child Development
38.	Issue of Electoral Photo Identity Card (EPIC)	Web portal, kiosks and CSC	Elections
39.	Assistance to widows for marriage of their daughters	Applications through web portal, kiosks and CSC	Social Welfare
40.	License for selling seeds, fertilizers etc.	Applications through web portal, kiosks and CSC	Agriculture
41.	Market information system e.g. mandi prices, availability and quality etc.	Web portal, kiosks, call center	Agriculture

Table 14: High Criticality Low Feasibility Services

Group 3: Low Criticality, High Feasibility Services:

S.No.	Service	Delivery Channels	Department
1.	Issue of international driving permit under the Motor Vehicles Act, 1988	Web portal, CSC, Kiosks.	Transport
2.	Issue and renewal of fresh/duplicate conductor's license under the Motor Vehicles Act, 1988.	Department counter.	Transport
3.	Issue of No-Objection Certificate (N.O.C) / Clearance Certificate (C.C) under the Motor Vehicles Act, 1988	Internal Departmental computerization and interface with police department	Transport
4.	LPG supply to consumers through agencies maintained by the Corporation.	Web portal, CSC, Kiosks	Food, Civil Supplies and Consumer Affairs
5.	Petrol-Diesel supplies to customers through Corporation outlets.	Web portal, CSC, Kiosks	Food, Civil Supplies and Consumer Affairs
6.	Solemnization of marriages under Special Marriage Act.	Web portal, CSC, Kiosks	Registration and Stamps
7.	Registration of Chits fund Companies.	Web portal, CSC, Kiosks	Registration and Stamps
8.	Registration of Partnership Firms.	Web portal, CSC, Kiosks	Registration and Stamps
9.	Registration of Societies.	Web portal, CSC, Kiosks	Registration and Stamps
10.	Permissions for processions etc. under Police Act.	Web portal, CSC, Kiosks	Police
11.	Proclaimed offenders / absconders list under Criminal Procedure Act.	Web portal, CSC, Kiosks	Police
12.	Registration of foreigners.	Web portal, CSC, Kiosks	Police
13.	Release of grants to private aided management.	Web portal, CSC, Kiosks	Primary Education
14.	Issue of Duplicate Diploma Certificate.	Web portal, CSC, Kiosks	Technical Education
15.	Application for correction in the electoral rolls	Web portal, CSC, Kiosks	Elections
16.	Application for deletion of name in the electoral rolls	Web portal, CSC, Kiosks	Elections
17.	Permission for inspection of entries in the electoral rolls	Web portal, CSC, Kiosks	Elections
18.	Application for hostels facility	Web portal, CSC, Kiosks	Social Welfare
19.	Application for scholarships(Pre Matric and Post Matric)	Web portal, CSC, Kiosks	Social Welfare

S.No.	Service	Delivery Channels	Department
20.	Application for aged and infirm homes	Web portal, CSC, Kiosks	Social Welfare
21.	De-addiction cum rehabilitation centres	Web portal, CSC, Kiosks	Social Welfare

Table 15: Low Criticality-High Feasibility Service

Group 4: Low Criticality, Low Feasibility Services:

S.No.	Service	Delivery Channels	Department
1.	Grant and renewal of licenses to motor driving schools under the Motor Vehicles Act	Department counter	Transport
2.	Reassignments / Alterations under the Motor Vehicles Act, 1988	Department counter	Transport
3.	Issue and renewal of fitness certificate under the Motor Vehicles Act, 1988	Department counter	Transport
4.	Issue of fresh permits under the Motor Vehicles Act, 1988	Department counter	Transport
5.	Transfer of permits under the Motor Vehicles Act, 1988	Department counter	Transport
6.	Replacement of permits under the Motor Vehicles Act, 1988	Department counter	Transport
7.	Renewal of permits under the Motor Vehicles Act, 1988	Department counter	Transport
8.	Cancellation of permits under the Motor Vehicles Act, 1988	Department counter	Transport
9.	Variation of permits under the Motor Vehicles Act, 1988	Department counter	Transport
10.	Renewal of authorization card under the Motor Vehicles Act, 1988	Department counter	Transport
11.	Billing and Accounting of Rental Properties (Shops/Space for Hoardings)	Web portal, CSC, Kiosks	Municipal Administration
12.	Advertisement tax collection	Web portal, CSC, Kiosks	Municipal Administration
13.	Process Applications for Building (clearance of maps, etc.)	Web portal, CSC, Kiosks	Municipal Administration
14.	Solid Waste Management	Departmental Computerization	Municipal Administration
15.	Store Inventory and Workshop Management	Departmental Computerization	Municipal Administration
16.	Assets Management	Departmental Computerization	Municipal Administration
17.	Maintenance and regulation of civic amenities such as parking lots, street lights, parks, Public Toilets etc.	Departmental Computerization	Municipal Administration
18.	Issue of licenses for kerosene dealership/ brick kilns etc.	Web portal, CSC, Kiosks	Food, Civil Supplies and Consumer Affairs
19.	To make food-grains available under PDS.	Departmental Computerization	Food, Civil Supplies and Consumer Affairs

S.No.	Service	Delivery Channels	Department
20.	Rice supplies to welfare hostels and for Mid Day Meal Scheme.	Departmental Computerization	Food, Civil Supplies and Consumer Affairs
21.	Registration of employers and licensing of contractors(if they employ 5 or more than 5 migrant employees) under the Inter State Migrant Workers (Regulation of Employment & Conditions of Service) Act, 1979 to regulate the conditions of employment of migrant workers.	Web portal, CSC, Kiosks	Labour
22.	Registration of Motor Transport workers under the Motor Transport Workers Act, 1961.	Web portal, CSC, Kiosks	Labour
23.	Bidi/ Cigar worker Act 1966 - Licenses	Web portal, CSC, Kiosks	Labour
24.	Certification of standing orders under the Industrial Employment Standing Orders Act, 1946.	Departmental Computerization	Labour
25.	Fixation/ Revision of minimum wages under Minimum Wages Act, 1948.	Departmental Computerization	Labour
26.	Grants permission for layoff/retrenchment of workers in industrial establishments employing hundred or more workers.	Web portal, CSC, Kiosks	Labour
27.	Grants permission for closure of industrial establishments employing hundred or more workers.	Web portal, CSC, Kiosks	Labour
28.	Decision on appeals under payment of Gratuity Act	Web portal, CSC, Kiosks	Labour
29.	Application for Apprenticeship to ITI.	Web portal, CSC, Kiosks	Employment
30.	Imparting training in Vocational Trade.	Web portal, CSC, Kiosks	Employment
31.	Correction of date of birth of SSC candidates.	Web portal, CSC, Kiosks	Primary Education
32.	Release of grants to private aided managements.	Web portal, CSC, Kiosks	Higher Education
33.	Release of grants to private, aided polytechnics/engineering colleges.	Web portal, CSC, Kiosks	Technical Education
34.	Permission to shift the Institute from one place to another.	Web portal, CSC, Kiosks	Technical Education
35.	Permission in case of change of management of the institute.(Papers will be forwarded to AICTE)	Web portal, CSC, Kiosks	Technical Education
36.	Issue of Migration Certificate.	Web portal, CSC, Kiosks	Technical Education
37.	Issue of Genuinity Certificate.	Web portal, CSC, Kiosks	Technical Education
38.	Issue of Equivalency Certificate.	Web portal, CSC,	Technical

S.No.	Service	Delivery Channels	Department
		Kiosks	Education
39.	Sanction of Affiliation to Private Polytechnics.	Departmental Computerization	Technical Education
40.	Sanction of Affiliation to Private Computer Centers.	Web portal, CSC, Kiosks	Technical Education
41.	Sanction of Affiliation to various institutions like Craft Institutions, type writing institutions etc..	Web portal, CSC, Kiosks	Technical Education
42.	Amendments to registration certificates issued.	Web portal, CSC, Kiosks	Commercial Taxes
43.	Disposal of applications for granting stay.	Web portal, CSC, Kiosks	Commercial Taxes
44.	Liquidation of a Society under the Rajasthan Co-operative Societies Act	Web portal, CSC, Kiosks	Co-operatives
45.	Integrated scheme for Gadia Lohar	Web portal, CSC, Kiosks	Social Welfare
46.	Financial assistance to victims of atrocities.	Web portal, CSC, Kiosks	Social Welfare
47.	Financial assistance for inter-caste marriage	Web portal, CSC, Kiosks	Social Welfare
48.	Mahila Sadan(state rescue home for women)	Departmental Computerization	Social Welfare
49.	Assistance to voluntary agencies for after care services	Web portal, CSC, Kiosks	Social Welfare
50.	Balika Grih Assistance to voluntary agencies working in the field of child welfare	Departmental computerization	Social Welfare
51.	Home for mentally retarded children	Web portal, CSC, Kiosks	Social Welfare
52.	Aids, Appliances, Orthotic and Prosthetic Aids and Economic Assistance to handicapped.	Web portal, CSC, Kiosks	Social Welfare
53.	Application for scholarship to handicapped students	Web portal, CSC, Kiosks	Social Welfare
54.	State level training centre for teachers of disabled persons	Computer Aided Training Software	Social Welfare
55.	Loan facility scheme for disabled persons	Web portal, CSC, Kiosks	Social Welfare

Table 16: Low Criticality-Low Feasibility Services

VI.4. Annexure 4 - GoI guidelines for Capacity Building

Salient features of the guidelines for capacity building and institutional framework for e-Governance under NeGP, issued by the Department of Information Technology, Government of India.

Introduction

1. GoI has planned a national level initiative - National e-Governance Plan, NeGP for increased transparency, efficiency and effectiveness in delivery of citizen services. An important component of the NeGP is projects, which fall essentially within the domain of the State Governments.

2. The nature and scale of e-governance initiatives planned within the domain of the State Governments, lead to the need for implementation of these projects in a "mission/projectized mode" with clearly defined goals, timelines and responsibilities by concerned departments of the State Governments

Fig. 10: Capacity Building Guidelines

3. Most states are inadequately equipped in terms of personnel and the skill-sets needed to handle the host of issues involved in implementing NeGP. For NeGP to achieve its goals, this is the first gap that needs to be addressed.

4. Therefore Planning Commission in the year (2004-05) incorporated a special Budget entry and allocated funds as Additional Central Assistance (ACA) to all the States for initiating the NeGP. Planning Commission has issued broad guidelines for use of the ACA indicating that the first priority is capacity building.

5. Different states are at different levels of readiness for e-governance; therefore capacity gaps are not viewed in an absolute context but relative to the goals set by the respective state government for itself. Hence the first step envisaged in capacity building is for the state to make a quick "as-is" and "to-be" assessment.

Levels at which Institutional Framework & Capacity Building needed

6. State Government at the highest levels would be providing leadership, direction and vision for e- Governance, which would result in broad roadmap and prioritization of the projects.

7. To facilitate the State administration and to carry out the groundwork for the above, prepare project proposals**,** implement the projects and oversee O&M thereafter, adequate support through a dedicated, professional team needs to be in place with appropriate skill-sets and aptitude at programme level and project level.

8. The first level deals with issues that cut across projects. These issues need to be dealt with by a department designated by the State Government typically the State IT department / e-Governance department. The second level deals with all project issues from conceptualization to implementation and O&M phase. The issues involved here are considerably different and are intimately connected with the domain in which the department functions.

9. Further the Capacity Building would also help to maintain continuity of approach despite changes of key incumbent officers leading e-Governance.

Specific Capacity Gaps

10. This *Capacity Building is for building an internal capacity of the Government*, so that it has the necessary expertise to carry out tasks such as developing vision, making strategic decisions, monitoring and leveraging external capacity/agencies etc. This team will work directly under the designated Secretary of the State**.**

11. Three specific capacity gaps are envisaged which need to be addressed adequately:

a. Lack of Personnel with appropriate background and aptitude

b. Inadequate skill sets of personnel already deployed

c. Lack of appropriate institutional framework to handle the programme

Capacity Building and Institutional Framework under NeGP

12. Based on specific capacity gaps identified, capacity building and institutional framework is being suggested to address these gaps.

Apex Level

13. A Program Steering Council should be set up ideally under the Chairmanship of the Chief Minister in the State to provide overall vision, broad policy direction and guidance to the State e-Governance Program - SeGP

14. To achieve the policy goals and objectives, a high level committee – SeGP Apex Committee is expected to be set up to provide strategy direction and oversee the State e-Governance program & ensure inter - departmental coordination.

Programme Level

15. A State e-Governance Mission Team (SeMT) needs to be formed to support the Program Steering Council & SeGP Apex Committee and function as the secretariat and full time internal advisory body in undertaking e-Governance projects.

16. Capacity building is required to form SeMT with adequate number of personnel with the requisite skill-sets.

17. It is expected that the SeMT would typically consist of 5-10 core people initially, depending on the scale and maturity of the e-Governance programme in the State.

Project Level

18. Various departments of the State Government taking up e-Governance projects would require a full time dedicated **Project e-Governance Mission Team** (PeMT). This team would function as the secretariat reporting to the project leader and would oversee project management and execution related tasks. As several of these tasks would be undertaken by various projects running in the state, it would be helpful to take advice and support of SeMT from time-to-time.

19. The approach for formation and skill-sets required for PeMT would be on similar lines as mentioned for SeMT.

20. It is expected that the PeMT would typically consist of 4-8 core people and have a well-balanced mix of domain expertise (serving/retired officials of the department having

detailed knowledge about the department and its processes and functions) and technical expertise (i.e. technology, process re-engineering, change management, project management).

21. PeMT is envisaged to be formed as early as possible, the earlier the better. Till such time, the department may take necessary support from SeMT for handling early stages of project i.e. project proposal formulation and early stage of bid process.

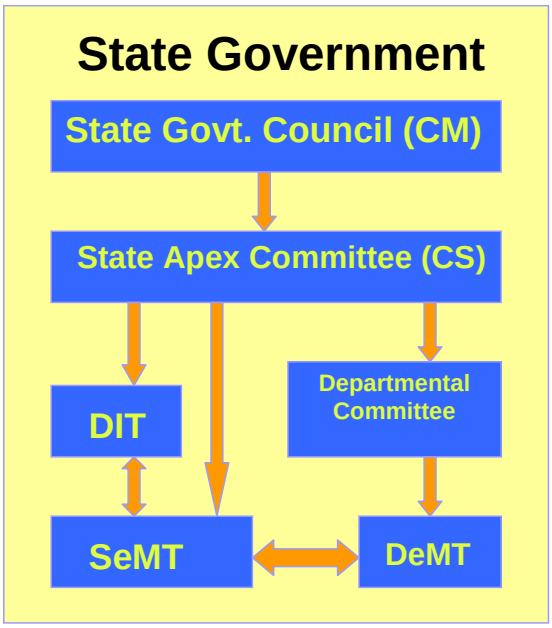

Fig. 11: Institutional Framework

Summary of Institutional Framework

22. A conceptual overview of the Capacity Building and Institutional framework in the State Government is shown in the figure alongside.

23. At both the SeMT and PeMT level, capacity building should address all the areas required to make the projects feasible and sustainable. The skill-sets identified as being necessary for handling programme/ project level issues are Business Process Reengineering, Change Management, Financial Management and Technology.

VI.5. Annexure 5 - Departmental Questionnaire

Introduction: *Government of Rajasthan is developing a roadmap to implement e-Governance in various departments. PricewaterhouseCoopers Pvt Ltd (PwC) is working with the Government of Rajasthan in this important initiative. As a part of this initiative, the present questionnaire seeks to collect information on functions, services, delivery channels & level of computerization of your department. Your complete participation in this initiative is a prerequisite & very critical for success of the project. Wherever, the space provided in this questionnaire is found to be insufficient, please provide the details in separate attachments. In case of any queries/ clarifications required, please feel free to call Anurag Johri, Consultant, PwC on 9351617636 or e-mail him at anurag.johri@in.pwc.com.*

I. Preliminary information of the department

Name of the Department						
Head of Department	Name			Designation		
Nodal Officer	Name			Designation		
Address (Head Office)						
Contact numbers	HOD	Off:		Nodal	Off:	

		Mobile:		Officer	Mobile:	
Fax No	HOD			Nodal Off		
Email id						
Contents of the questionnaire filled by	Name		Sign		Date:	
Contents of the questionnaire validated by	Name		Sign		Date:	
Department website address, if any						
Documents provided (Attached with the Questionnaire)	Citizen-Charter/ e-Governance Project details/ Organization Structure/ Others (pl specify)					

II. Vision & Objectives of the department

What is the stated vision of the department?	
What are the key objectives / goals of the department: ***Kindly provide: Budget Speech, Developmental plan, Annual report, MIS, Performance report etc as Annexures***	

Does the department have a citizen charter? If yes, kindly enclose it as an annexure	
Service delivery channels existing in the department (Department Service Centers / Common Service Centers (Mahiti Ghars) / Internet / Telephone / Authorized Agents / Banks / Any other channel)	

III. Functions of the department

S. No.	Description of Functions	Please mention whether 'manual' / 'automated'	If automated, please mention the name of the application
1.			
2.			
3.			
4.			

IV. Services offered by the department *(GENERAL INFORMATION)*

SNo	Name of the service	Category (G2C, G2B, G2G, Internal)	Frequency as per the Act	Number of transactions in the entire state in the year 2004-05	Revenue collected by department by providing this service in the year 2004-05	List of documents required for the service request (forms, etc)	Interfaces with other departments / external agencies during the service delivery & types of linkages	Approx. cost incurred by the Dept. in delivering the service	Service charges collected from user, if any	Time taken to deliver the service by the dept.	Approx. number of visits by the citizen to avail the service
1.											
2.											

V. Informational Services Provided to Citizens (FAQs)

S. No.	Service Description
1.	
2.	

VI. Services offered by the department *(COMPUTERIZATION RELATED INFORMATION)*

S. No.	Name of the Service	Level of Automation	Status of Backend Computerization	Priority for delivery through a Common Service Center (CSC)	Is Legal/ Process Change Required for delivery thru CSC?	Current Service Levels	Frequency of offering the service	Potential increase in transactions	Chargeable / Non Chargeable
		(Manual/ Partial Automated/ Fully Automated)	(Data digitization level &Time to complete in months)	High/ Medium/ Low	Remarks, GO's, Guidelines Required	Online/ Over the Counter/ Number of days	(High /Medium/ Low)	Year on year growth %	Y/N (What is the Charge per Transaction)
1.									
2.									

VII. Delivery Channels (other than departmental offices)

S. No.	Type of existing delivery channels, other than department counters	Integrated services offered through that channel	Investment details of the existing common delivery channel (which is similar to CSC)	Number of delivery points	PPP Financial Viability	Revenue generated per Kiosk

		Type of services which are bundled together with other services	Investments made by the private party and Govt.			
1.						
2.						

VIII. Key concerns of the department

What are the key concerns in providing services to the citizens / customers of your department:

IX. e-Governance initiatives *undertaken in the PAST*

SNo	Name of the e-Governance initiative (along with year & pilot location)	Functional objective of the initiative & coverage (e.g., Services offered /Automated under the Project targeting Urban/ Semi urban/	Outcome of the initiative	Number of locations installed	Current status[1]	Maintained in house / outsourced	Source of Funds (Central/ State/ Department	Business Model, if any (e.g, Public Private	Deployment Architecture[2]

		Rural areas)					/ Others)	Partnership – BOOT/ BOO/ BOMT, etc.)	
1.									
2.									

1 Current Status: Operational / Non –Operational / Stability problems / other issues

2 Deployment Architecture: Standalone, Centralized, Decentralized or Hybrid (specify in remarks column, at what level it is decentralized / Hybrid)

X. e-Governance initiatives *PLANNED for FUTURE (next three years)*

SNo	Name of the e-Governance initiative (along with year & pilot location)	Functional objective of the initiative & coverage (e.g., Services to be offered /Automated under the Project targeting Urban/ Semi urban/ Rural areas)	Desired outcomes of the initiative	Number of locations planned	Total Estimated Budget	Source of Funds	Project Management Responsibility	Remarks
a)								
b)								

XI. Departmental set-up *(Use separate annexure, if required)*

a) Organization details

	Headed By (designation)	No of offices	No of people (designation-wise)	No. of IT Staff (in-house)	No of IT Staff (out-sourced)
Head Office					
Regional offices (if any)					
District Offices					
Taluka Offices					
Village Offices					

b) Details of training provided: No. of people trained in the PAST three years

Training domain	H.O.	Divisional	District	Taluka	Village	Provided by
Program Management						
Project Management						
Application software						
Hardware & Networking						
OS (system admin) & Database admin						
Web and emerging technologies						
Others 1 (pl specify)						
Others 2 (pl specify)						
Others 3 (pl specify)						
Others 4 (pl specify)						

c) Details of training PLANNED in FUTURE: No. of people to be trained in next two years

Training domain	H.O.	Divisional	District	Taluka	Village	To be provided by
Program Management						
Project Management						
Application software						
Hardware & Networking						
OS (system admin) & Database admin						
Web and emerging technologies						
Others 1 (pl specify)						
Others 2 (pl specify)						

d) d. Details of Training facilities available to the Department

S.No.	Name of the Training Facility (also mention the name of contact person)	Address & Contact Details	Areas in which training is provided (i.e., specialization)	Maximum training capacity (number of seats)	Details of Training Faculty (e.g., from IIMs, IITs, etc.)	Whether used frequently by the Department (Y/N)
1.						

2.						

XII. Details of Computerization in the Department

a. Software Applications

S. No.	Name of Application(s)	Key Functionalities	Front End	Backend	Network Enabled?	Application integration with other departments/ Interoperability requirements
1.						
2.						

b. Local Area Network (LAN)

	HO	Division	District Office	Taluka	Village
Do the offices of the department have LAN? Provide answer in Yes / No.					
If yes, then how many terminals are connected (On an average per location)					
PCs to Personnel Ratio (Number of PCs/ Number of Personnel)					
Is internet connection available? (Provide Yes / No)					
If 'Yes' above:					
Number of PCs on which internet is available?					
Is the connection through Dial up / Proxy (like NIC etc,) Cable (like BSNL's Data one) or VSAT(for example Comsat Max etc)					
Internet speed (mention the units – kbps or mbps)					

c. Wide-Area Network:

Network Architecture of the Department (Centralized/ Decentralized/ Hybrid)		
Are offices of the department interconnected through RSWAN (Rajasthan State Wide Area Network). Please mention, if any other network is used.	Yes □	No □
If yes, then number of locations (offices) are connected		

If yes, then what is the bandwidth connectivity		
Is there a centralized data center for the department	Yes □	No □
Is e-mail used for communication in the department	Yes □	No □

d. Hardware Details

Please provide the details in respect of hardware inventory of the department (quantity in numbers)

Quantity in numbers

Item Name	HO	Division	District Office	Taluka	Village
Desktop PCs					
Application Servers					
Database Servers (specify name)					
Mail servers (specify name)					
Back up servers (specify name)					
Other, please specify					
Printers – Dot Matrix					
Printers – Laser					
Scanner					
UPS – (Uninterrupted Power Supply)					

Does the department have sufficient hardware? Yes□No□

Is there a plan to procure hardware (if 'Yes', please attach the Plan)?Yes□No□

e. Formal IT policies & DRP

Does the department have formal IT policies? Yes□No□

(if yes, then please attach a copy of the internal IT policy of the Dept.)

Does the department have a Disaster Recovery Plan?Yes□No□

f. Other Remarks in Respect of COMPUTERIZATION

Pl provide your remarks, if any, in respect of computerization (e.g., objectives, expectations, concerns, suggestions, etc.)